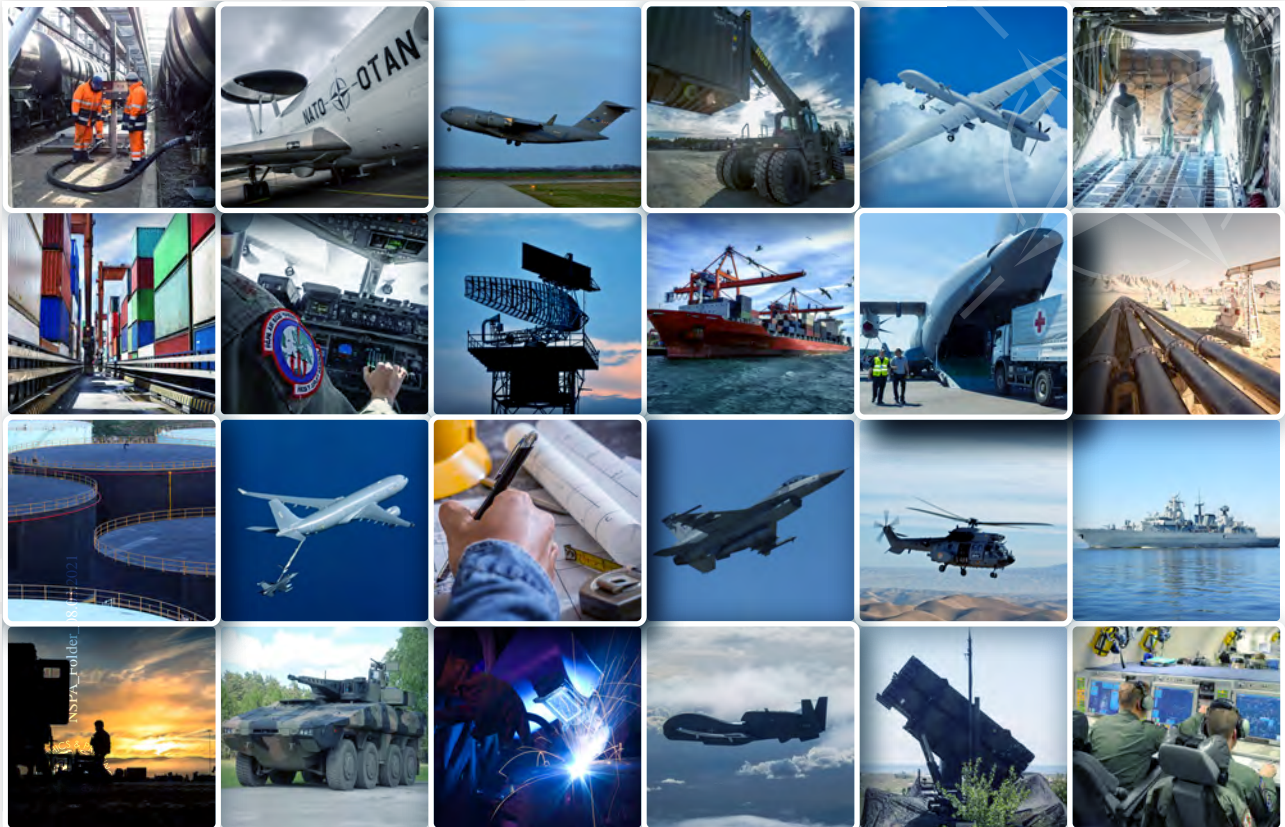




NATO SUPPORT AND PROCUREMENT AGENCY
AGENCE OTAN DE SOUTIEN ET D'ACQUISITION

NSPA STRATEGIC DIRECTION

2021 - 2025



One Team - One Mission

#WEARENATO

Executive Summary



The strategic direction aims at ensuring that NSPA continues to be proactive, supporting the direction and posture of NATO and its customer nations.

Over the last sixty years, NSPA's portfolio of activities has increased significantly. In the last decade, its annual turnover has more than doubled, reaching four billion Euros. This ongoing growth has driven changes in the organisation, including the creation of separate business units - Support to Operations and Life Cycle Management - and the ongoing optimisation of lower level management structures. NSPA will continue to adapt, as the Agency's business and scope grow further.

Activities in support to NATO operations have moved focus from Kosovo and Afghanistan towards Enhanced Forward Presence, Very High Readiness Joint Task Force (VJTF) as well as national operations, primarily in Africa. This has brought further focus onto multinational solutions for global fuel, food and operational logistics planning.

In the Life Cycle Management business unit, there has been concerted effort to strengthen the acquisition capability through the Acquisition Planning and Development Office (APDO) and to deliver NATO and EU flagship programmes, such as the Allied Future Surveillance Capability (AFSC) and the Multinational Multi-Role Tanker Transport Fleet (MMF).

The Agency has developed additional management capabilities to monitor the delivery of key programmes, which integrates project, risk and issue management for high level reporting. In 2020, NSPA incorporated the Allied Ground Surveillance (AGS) support role.

In the Central Europe Pipeline System (CEPS) business unit, until the COVID crisis took hold in 2020, the Agency was achieving record levels of fuel delivery and storage across Europe.

Despite having to plan for major depot level servicing for its aircraft, the NATO Airlift Management (NAM) business unit has delivered high levels of serviceability and mission readiness for its aircraft.

In the support areas, there has been continued focus on compliance with the achievement of two consecutive years of unqualified IBAN auditing of accounts and the recertification of ISO 9001 accreditation, reaching the 25th year of unbroken certification.

The Agency has also recently obtained certification to ISO 45001 standards for Occupational Health and Safety.

Along with the consistent growth in business activities, there have been a number of challenges requiring investment from the nations, such as infrastructure and recruitment.

Member nations have reacted positively to the issue of the ageing and limited infrastructure with major investments. This has allowed a staged Strategic Infrastructure Plan (SIP) to go ahead, with initial preparations for building already underway.

Following a review of the achievements and the changes in its ecosystem, the Agency has developed six main points of focus that will be supported by a number of lines of development between 2021 and 2025:

- ▶ **Deterrence and Defence of the Euro-Atlantic Area**
- ▶ **Customer Satisfaction** - Focus on delivery of long-term solutions, anticipation of customer needs
- ▶ **Attractiveness** - Providing effective and efficient service at competitive cost
- ▶ **Resilience** - Deliver effectively even during crisis
- ▶ **Compliance** - Continue to adhere to NATO and national regulation
- ▶ **Innovation** - Leverage scientific and technological development, business improvement processes

As a customer-funded organisation, the Agency must maintain its strong customer orientation. As well as the annual customer satisfaction survey, it will also establish a professional customer complaint mechanism to identify areas where can it further enhance its already good level of performance.

The Agency will also increase its operational relevance. While there are political discussions to gradually withdraw from Afghanistan, particular focus will be given to safeguarding the essential capabilities for future operations, including Deterrence and Defence in the Euro-Atlantic zone.

Addressing the shortfall in personnel, the Agency has reduced recruitment times by automating processes. Both personnel initiatives are reaping improvements in the recruitment of new talent for the Agency.

The investments for infrastructure and salary adjustment have generated an increase in administrative costs. The Agency is tackling this through efficiency improvements.

These capabilities are funded on customer requirements and alternative arrangements may be needed in the future. The Agency will explore new opportunities for multinational-funded solutions, in particular investigating the fuel and petroleum supply chains, using both Operations and CEPS expertise.

The COVID-19 pandemic has also shown that a medical support partnership would be advantageous for nations to deal with future pandemics and disaster relief operations and the Agency will explore opportunities to develop this capacity.

The Life Cycle Management business unit will further develop the acquisition capability and the successful implementation of NATO flagship programmes. It will also contribute to increasing the multinational cooperation in NATO and between Allies and relevant Partner Nations.

The Agency will position itself as an attractive executing agent for new initiatives. This will require a well-established collaborative network with stakeholders at NATO and within the National Armament Directorates. NSPA will also establish a new supporting concept for integrated systems management in the In-Service-Support phase of equipment.

The Agency will contribute to the development of the environmentally-friendly disposal of customer surplus equipment through the offer of attractive and economic services in the Demilitarization, Dismantling and Disposal (D3) domain.

In the CEPS business unit, the focus will be to assure business continuity for its NATO and civilian customer base. Service will be improved through mitigation of bottlenecks and treatment of saturation points throughout the network. The unit also help develop a “Fuel to the East” concept with the Support to Operations team, with the aim to expand CEPS services more deeply towards Eastern Europe and beyond.

The NAM programme will support the Strategic Airlift Capability (SAC) in its efforts to enhance and develop aerial drop, cargo handling and aircrew training, while improving aircraft availability. It will implement joint-funded infrastructure projects and collaborate with logistic partners for opportunities to expand the logistics hub at Pápa Air Base in Hungary.

The Agency will modernise its processes, procedures and administrative capabilities in order to ensure the best service to the customer, while NSPA's procurement processes will be updated to reduce lead times for customers and the costs of the logistics process. To do so, the Agency will start from automating the low value, low criticality equipment purchases through the procurement card initiative.

The infrastructure will be configured to meet modern safety standards and the deployment of a capacity for a growing workforce.

Human Resource administration must ensure the Agency remains appealing as an employer. The Agency will develop improved HR services, through the modernisation and automation of HR processes. Finally, a new remuneration structure will be implemented in line with NATO policy and instruction. The Agency will continue to value and increase its staff, improve working condition and optimise health and safety.



These ambitious modernisation plans will not be without cost. Therefore, the Agency will focus on maintaining its attractiveness to customer nations by ensuring cost-efficiency and effectiveness. To do so, it will leverage best practices and will identify options to further improve process efficiency towards shorter lead times and less labour intensive execution.

The successful migration to the next generation ERP-system will be a major endeavour towards modernization. The Agency plans to enhance connectivity with customers and suppliers where appropriate and affordable.

During the COVID-19 crisis, NSPA further demonstrated its value to NATO, its customer nations and the public by rapidly offering solutions to new global challenges in logistic and medical areas. Facing a business continuity challenge, the Agency was nevertheless able to continue at full operational capacity while 90% of the staff were working remotely.

This demonstrated the responsiveness, resilience and adaptability of the Agency as well as the overarching willingness to continue to support its customer nations to the best of its ability. To do so, the Agency took calculated risks and invested considerably in business continuity.

The pandemic highlighted the need to improve external and internal processes as well as regulations that will ensure incremental improvement in customer satisfaction recording and reporting.



The NSPA Corporate Communications Office will continue to contribute to Staff engagement and further enhance the Agency's brand awareness. This will ensure that the Agency's capabilities are fully understood by all NATO's entities, nations and customers.

This strategic direction aims at ensuring that the Agency continues to focus on and improve customer satisfaction, to automate and streamline internal processes, to develop attractiveness and resilience, and to look outwards to new and emerging technology for future capability development.

Following this direction will ensure continued value for money as well as a stable and secure service for customers.





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Introduction by the NSPA General Manager



The NSPA Strategic Direction 2021-2025 outlines the Agency's ambitions for the next five years, in line with NATO's objectives and guidance received from the Agency Supervisory Board (ASB).

The vision laid out in the document, building on the success of the 2018-2022 strategy, is the Agency's response to current defense initiatives and developments.

The document reflects the changes in the Agency's business scope and volume as well as new opportunities for the future.

The aim of the strategic direction is to ensure that the Agency continues to focus on NATO's goals, particularly in the Euro-Atlantic zone, while assuring a high level of customer satisfaction by innovating and streamlining business processes and optimizing its organization.

The NSPA Strategic Direction 2021-2025 is based on six main points of focus:

- ▶ **Deterrence and Defence of the Euro-Atlantic Area;**
- ▶ **Customer Satisfaction** - Focus on delivery of long-term solutions, anticipation of customer needs;
- ▶ **Attractiveness** - Providing effective and efficient service at competitive cost;
- ▶ **Resilience** - Deliver effectively even during crisis;
- ▶ **Compliance** - Continue to adhere to NATO and national regulation;
- ▶ **Innovation** - Leverage scientific and technological development, business improvement processes.

These points are further translated into a number of specific lines of development (LoDs) assigned to each business unit. As such, the document is both a reference and an enabler for further business development in the years to come.

In following this direction, the Agency will continue to offer stable and secure services to NATO, its Allies and Partner Nations while at the same time enhancing its attractiveness and resilience.



The NATO Support and Procurement Agency (NSPA)

The NATO Support and Procurement Agency (NSPA) brings together, in a single organisation, acquisition, systems life cycle management, logistics, medical and infrastructure services and supplies to NATO military authorities, NATO Allies and Partner Nations.

As NATO's primary enabler, the Agency's mission is to provide effective and efficient multinational solutions to the Alliance, its 30 Allies and Partner Nations. Essential for its success, is the capability to consolidate customer requirements and achieve economies of scale for more cost-effective solutions.

Moreover, NSPA offers a unique customer-focused business model capable of responding swiftly and successfully to new demands. As a customer-funded Agency, it operates on a "no profit - no loss" basis. Over the last sixty years, NSPA's portfolio of activities has increased significantly. In the last decade, its annual turnover has more than doubled, reaching four billion Euros.

NSPA's operational relevance for NATO and its customer nations has also gained in importance over the years. By providing commercial support to NATO's missions, the Agency continues to play a key enabling role in delivering support in all logistical areas, as well as medical and infrastructure. The activity within NSPA ranges from support to NATO current operations, through acquisition and the full spectrum of the life cycle management of weapon systems and services, to the provision of fuel across the world, and supporting the operation of various aircraft fleets. In particular, the Agency supports the Airborne Warning and Control System (AWACS), the

Multinational Multi-Role Tanker Transport (MRTT) Fleet (MMF), and it has just taken over support to the Air Ground Surveillance (AGS) fleet. The Agency also provides contracts for global transportation of goods by air, sea or land.

With over 60 years of experience, NSPA is highly responsive to customer needs. The Agency has assumed a key role in NATO's support to Allies and Partner Nations in their response to the COVID-19 pandemic, providing strategic airlift capabilities and transport for urgent medical supplies and equipment. NSPA has also managed the acquisition of medical supplies and provided rapidly accessible infrastructure at short notice to augment national medical capabilities. In addition, it has engaged in innovative projects such as 3D printed components for medical equipment.

Much of the Agency's success is based on the wide range of experience and capability within the business units, with a highly professional workforce focused on timely and cost effective delivery, responsiveness and determination towards achieving customer satisfaction.

The Agency has in place attractive and unique multinational legal frameworks, an integrated suite of Information and Communications Technology (ICT) solutions, and the capability to access a broad supplier base using a range of innovative procurement mechanisms.

This makes NSPA ready, versatile and able to deliver cost-effective and realistic solutions for its customers.



Mission

The NATO Support and Procurement Organisation (NSPO) is a subordinate legal body of NATO through the establishment of a Charter document. The Charter sets the mission and role of the Organisation, as well as the responsibilities of individuals within both the Organisation and its executive arm, the Agency.



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.

The NSPA is the executive body of the NSPO to achieve its mission. The aim of the strategic direction is to guide the Agency in its activities and business developments to be fit for the future. The key elements from this mission include:

- ▶ Focus on the customers of the Agency:

NATO Military Authorities

Allied Nations

NAC approved non-NATO Partner Nations

- ▶ Providing operational support for armed forces and other relevant organisations in peace, crisis and war.
- ▶ Providing cradle-to-grave support for systems and services, which incorporates the acquisition of systems, including armaments.

Vision

To be an attractive and responsive customer-funded Agency providing support to operations and exercises, life cycle management including acquisition, the effective delivery of support and procurement, all at the appropriate speed of relevance thus delivering NATO's requirements and placing nations' needs at the heart of business.

Values

The values of the Agency are based on the NATO code of conduct. These are augmented with specific values that are essential for a logistics service provider in a multinational military setting:

Customer Orientation: Customer satisfaction is the Agency's absolute priority, with focus on helping our customers achieve their long-term needs where management and staff will seek to anticipate and meet developing requirements.

Responsiveness: The Agency reacts promptly to the requirements of NATO and its customers, ready to engage at all times while remaining flexible to meet customers' readiness requirements.

Integrity: The Agency is committed to maintaining the highest standards of professional and personal conduct to uphold the trust and confidence of all customers.

Impartiality: The Agency provides the best solutions for its customers based on an unbiased evaluation of the available solutions.

Accountability: The Agency is responsible and accountable for its actions and decisions, or failure to act, and accept the consequences of their outcomes. The Agency will also remain transparent in its dealings with both customer and supplier to reinforce this culture.

Professionalism: The Agency is made of professionals who are entrusted to carry out their duties to the best of their abilities for the common good. They will adhere to best practice international and industry standards wherever practical and appropriate, such as ISO 9001 for quality, to ensure the Agency delivers its best to customers.

Loyalty: The Agency is faithful and true to NATO, its customer nations and its enduring role, the principle of unity upon which it was founded, and in support of the current and future challenges it faces.

Cost-effectiveness: The Agency continuously strives to achieve greater outputs using fewer resources, while ensuring maximum effectiveness and efficiency in the delivery of products and services to its customer.

Teamwork: We work together effectively as a team to meet NATO and customer requirements.

Respect: Is a core value, starting with respect for oneself and expanding to a respect for others with equal measure. The Agency will seek to maintain personal dignity by valuing all members of the NSPA community of whatever nationality, race, gender, size, age, political views or sexual orientation.

The Agency expects all staff to be treated with courtesy, politeness and kindness and for staff to treat others in the same way. The Agency will not tolerate harassment, mistreatment, bullying or a hostile working environment.

Recent Achievements

The strategic intent of the NSPA Strategic Direction 2018 – 2022 was to:

- ▶ Support current operations, Deterrence and Defence and Projecting Stability.
- ▶ Management of In-Service-Support and development of the acquisition capability.
- ▶ Develop the services offering through use of modern Information Technology.
- ▶ Stay compliant with rules and regulations, modernise internal processes and procedures, be responsive, and professional to support customers in the best way possible.

As an overall assessment, the Agency has continued to grow its portfolio since 2018, with increasing value of activity for customer nations. This increase is matched by ongoing growth in the customer membership of the various partnerships. Together, these are good indicators of the overall health of the Agency and its constant attractiveness to customer nations.

Since 2018, the Agency continued its optimisation efforts to manage this growing activity more effectively. The Support to Operations and Life Cycle Management Directorates were created from the Logistics Directorate. Further changes at lower levels will be implemented in phases, to improve the effectiveness and efficiency in delivering to customer nations.

A fully automated, Agency-wide Customer Satisfaction measurement process is now established. It will be further developed and embedded in the Agency procedures. It provides a responsive and transparent means of assessing the Agency's reputation and standing with customers, which is of paramount importance to the NSPA.

In 2018, the Agency celebrated its 60th anniversary since its establishment, with 50 of those years in Luxembourg. While CEPS also celebrated its 60th anniversary, the NAM Programme celebrated ten years of successful operation. His Royal Highness the Grand Duke of Luxembourg, Her Royal Highness the Grand Duchess of Luxembourg, the Prime Minister and the Vice Prime Minister of the Grand Duchy, the NATO Secretary General, the Président de la Chambre des Députés of the Grand Duchy and the Ambassadors of the North Atlantic Council honoured these celebrations by their presence.

While the list of successes is considerable, the Agency has faced challenges such as the increasing levels of externally mandated compliance (NATO Financial Regulations, Occupational Health and Safety, Business Continuity Planning) as well as increasingly limited working space for new staff or new functions. Another major challenge was the start of the COVID 19 crisis in 2020. However, the Agency adapted and continues to thrive, strong of its experienced and committed workforce.



Support to Operations

The Agency is currently engaged in Afghanistan, Kosovo, Iraq, Libya and Mali in support of NATO missions. There are also preparations for new support operations in Africa.



Areas of significant achievement have included engineering, with growth in construction and deployable infrastructure engineering, directly for national customers, but also support of nations for NATO Security Investment Programme (NSIP) projects in Europe. The NSPA Southern Operations Centre (SOC) has expanded services not only in support of NATO deployable infrastructure and equipment, but individual nations with commercially provided camps.

At present, the Agency employs 50 staff overseeing approximately 2,100 contractors in current operations. NSPA has supported NATO and national operations for a number of years, providing engineering, food, hotel, Airfield Services and procurement services in theatres of operations. This expertise built up over a number of years, funded by the customers making use of NSPA services.

Should the Resolute Support Mission (RSM) funding stream end in 2021, the expansion of national missions into Africa in 2021 and the creation of a medical support partnership would mitigate the loss of capabilities and ensure these remain available for future engagements.

Strengthening Acquisition

Over recent years, NSPA's acquisition role has been strengthened with the establishment of the **Acquisition Planning and Development Office (APDO)**, which marked a commitment by the NSPO nations to deliver on the Agency's NAC mandate to provide the acquisition capability for NATO. The APDO team has developed and embedded acquisition and project management processes in the Agency and has engaged in a number of NATO, multinational and national capability development and delivery initiatives.

The APDO provides:

- ▶ Immediately available focus for start-up and initiation of new acquisition projects.
- ▶ Direct interface and linkage for NATO and national capability development bodies and customers with new requirements and initiatives.
- ▶ Point of contact for NATO Conference of National Armaments Directors (CNAD) for multinational armaments cooperation.
- ▶ NSPA corporate knowledge on new and developing projects.
- ▶ Development and standardisation of Agency acquisition processes.

In line with the development of the APDO role, the Agency has optimised its project management approach, underpinned with effective management tools. The Agency has introduced formal project management methods. A Business Status Portal supports these formal methods. The portal links the monitoring of project progress, reporting of concerns and issues as well as direct links with the Agency risk management tool.

Current high visibility flagship acquisition projects, like the Alliance Ground Surveillance (AGS), the Alliance Future Surveillance and Control (AFSC) and the Multinational Multi-Role Tanker Transport (MRTT) Fleet (MMF), are seeing significant progress. The Boxer in-service project has developed into a stand-alone support partnership.

Compliance

In maintaining compliance with NATO and international standards, NSPA has made significant progress to enhance professionalism in the Agency while simultaneously reducing the risk of discontinuity due to issues with compliance.

In 2020, the Agency celebrated its 25th year of ISO 9001 certification for quality and risk management. In the same year, NSPO achieved an unqualified audit opinion from the International Board of Auditors for NATO (IBAN) for the second time in a row on its financial statements.

Securing a safe working environment for all NSPA staff is a prerequisite for good governance and leadership. For this reason, the Agency evaluated its growth challenge and embarked on a future-proof improvement campaign. The Agency achieved ISO 45001 International Occupational Health and Safety accreditation in 2021, which will ensure full compliance with Host Nation standards.

Personnel

Due to the continuous growth in all business units, the Agency's personnel has increased with an average of 75-100 positions each year. The Agency was exposed to a high-level risk of insufficient workforce to achieve the tasks set by its customers and for some time this was illustrated both by the high number of positions remaining unfilled (approximately 15-18% of total positions per year).

Recruitment throughput had to be increased by promoting faster and more modern methods using online services. In 2020, NSPA launched a new Career site and digitalised the application process. This was subsequently integrated into a new Website, also launched in 2020, which presented a more modern, attractive image of the Agency to potential applicants.

A Social Media strategy also leveraged newly established communications channels (Twitter and LinkedIn) to advertise key vacancies to a wider pool of potential applicants.

Necessary Investments

Due to the fast growing number of staff, the Agency is taking measures to increase capacity by maximising the use of available offices and space on its sites. Looking at the longer term, the Capellen Strategic Infrastructure Programme (SIP) has made progress in addressing key infrastructure priorities, including the ongoing pressure on office space and the overall Occupational Health and Safety (OH&S) challenges faced by the ageing infrastructure.

The key achievement has been gaining approval from the ASB to proceed with Phase 1 of the Programme, namely the construction of a New Administrative office building on the Capellen (Luxembourg) site for up to 400 people. The completion of the construction is planned for the end of 2022.

In addition, beyond the SIP, work has been continuing to identify and complete OH&S measures relating to the improvement of fire protection systems and asbestos removal from the legacy buildings on the site.

Luxembourg Salary Scale

The Agency worked with NATO HQ to address the imbalance of standard of living across sites by creating a Luxembourg Salary Scale for staff of A and L positions. The B and C grade positions will benefit from the incorporation of the Luxembourg standard through the development of the Single Salary Spine. This mechanism, planned for implementation in 2021, aims at balancing all levels and salaries across NATO. The Agency expects that this will also significantly enhance the attractiveness of the Agency as an employer.

Through a brand awareness campaign, the use of digital media and the salary scale adjustments, the recruitment activity has already improved, with on average 33% more applicants for each post, with even higher improvements for A grade positions.



Drivers for Change

The Agency carried out a broad research into NATO documentation and planning considerations, as well as a review of emerging thinking across nations. The Agency conducted a Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) analysis. It then established that the key drivers for change in the Agency in the medium-term would be Deterrence and Defence, the acquisition role, NATO-EU cooperation, NATO 2030 and Information Technology.

Deterrence and Defence

Over the last decade, the geopolitical situation has changed dramatically. Russia has become more assertive with its illegal annexation of Crimea (2014), the destabilisation of eastern Ukraine, its military build-up close to NATO's borders, its hybrid actions, including disinformation campaigns, and its malicious cyber activities. These aggressive actions, which include the threat of and use of force to achieve political goals, challenge the Alliance and undermine the Euro-Atlantic security.

The security situation in the Middle East and Africa has deteriorated due to a combination of factors that are causing loss of life, fuelling large-scale migration and inspiring terrorist attacks across the globe.

As a response to this new situation, the Alliance has revisited its position on Deterrence & Defence. However, there will be no credible Deterrence & Defence without credible logistics in terms of preparedness, performance and sustainability.

Taking into consideration the current Alliance's logistic capabilities, it will be clear that a future (logistics) support concept will be based on a mix of military logistics capabilities augmented by significant commercially hired civilian resources and services. NSPA's experience and expertise in particular in the area of commercial support to operations in Afghanistan and Kosovo have been acknowledged and have been assessed as of great importance for the future engagements of the Alliance.

In the NSPA Charter and in the recent NATO Command Structure Adaptation (NCSA), this role has been reinforced by tasking the Agency to strengthen its capabilities in this area. This includes the re-installation of a special relationship between SACEUR & NSPA, the contribution to a logistic recognized picture and a surge manpower concept to scale-up activities in times of crises and war.

Of utmost importance is the synchronisation of the Agency's capabilities with NATO's plans on forward presence and its readiness action plan. To achieve this, the Agency is fully engaged in the current enablement initiatives. The achievement of enablement targets has been revised but more challenging milestones will be addressed in the coming years. This will dominate the Agency's activities, in particular in the Support to Operations domain.

The Alliance's capabilities are an integrated part of a larger social security eco-system. In 2020, at the onset of the COVID-19 crisis, NATO and the Nations' military capabilities were leveraged to augment national health systems and NSPA's contributions formed an essential element of NATO's response.

Although the pandemic had no military origins, and the first line of defence was in most cases the responsibility of the national Ministries of Health, the demand for support and delivered services had many similarities with the demands of a disaster relief or a humanitarian aid operation.

In 2020 it became clear that the medical domain should be better prepared in peacetime to cope with the effects of such operations. Lessons Learned from the COVID19 pandemic included planning for a Medical Support Partnership within the NSPA.

In the NATO context, the Agency will continue to develop its network and relations with the NATO Command and Force Structures as well as forging closer links with dedicated structures like the Euro-Atlantic Disaster Response Coordination Centre (EADRCC).

Acquisition Role

In 2012, NATO embarked in an internal Reform with the intent of reducing of the number of independent Agencies. Ultimately, the ambition was to reduce the Agencies to three: one focused on IT (the current NCIA), one focused on Support (the NATO Support Agency, established in 2012) and a new global Acquisition Agency. This Agency was never been established: in 2015, the Council decided to allocate NATO's Acquisition role to the NATO Support Agency, which then became the current NATO Support and Procurement Agency (NSPA).

There are some indicators that it is NATO's intent to let fade out the current Agency structure as individual agencies reach the completion of their mission. New acquisition initiatives and the support to the in-service phase will be allocated to NSPA.

The assignment of the Alliance Future Surveillance and Control (AFSC) concept stage and the take-over of In-Service-Support for the Alliance Ground Surveillance (AGS) programme underpins this strategy. The implication for NSPA is that it has to strengthen its Acquisition capabilities, including its management structure, to be ready to gradually take on board new initiatives and capability programme plans.

NSPA will continue to enhance its links with NATO HQ Defence Investment (DI), Allied Command Operations (ACO), Allied Command Transformation (ACT) and the Conference of National Armaments Directors (CNAD), its subordinate committees and with other key stakeholders in NATO and national armaments communities, to support the delivery of multinational capabilities. The Multinational Multi-Role Tanker Transport (MRTT) project in partnership with OCCAR is an excellent example of this cooperation.

NATO Capability Delivery

NATO's new Common Funded Capability Delivery Governance Model will have an impact on how NSPA manages the delivery and sustainment of common funded capabilities in the future. In particular, the Agency is an integral element of the NATO Capability Management Function (CMF) that provides a focus for NATO-wide management coordination of common funded delivery activities. The Agency will therefore embed the necessary new processes as well as develop and strengthen links with other entities in the CMF, particularly ACT in its capability programme planning role.

NATO – EU Cooperation

The European Union remains a unique and essential partner for NATO. The cooperation between NATO and Europe has substantially developed under the common set of 74 proposals for the implementation of the 2016 Joint Declaration signed in Warsaw by the President of the European Council, the President of the European Commission and the Secretary General of NATO. This is particularly important in the face of common security challenges. Concrete cooperation is conducted across the eight areas:

- Countering hybrid threats
- Operational cooperation
- Cyber security and defence
- Defence capabilities
- Defence industry and research
- Exercises
- Defence and security capacity building
- Strengthening political dialogue

NATO recognises the importance of a stronger and more capable European defence. The development of coherent, complementary and interoperable defence capabilities, avoiding unnecessary duplication, is key in the joint efforts to make the Euro-Atlantic area safer. In many of its support partnerships and programmes, NSPA is contributing to this objective.

NATO 2030

Another aspect of the NATO 2030 Initiative is NATO's posture towards the environment.

In September 2020, The NATO Secretary General launched NATO's vision on Climate Change speaking to students from across the Alliance He stated that:

- ▶ Climate change is making the world more dangerous.
- ▶ Climate change matters to NATO because it makes it harder for NATO's militaries to keep people safe.
- ▶ NATO needs to strengthen its ability to respond to natural disasters.

In 2020, NSPA addressed the environmental issue as part of its corporate communications agenda. The Agency will monitor NATO developments in this area and will analyse and define an appropriate matching ambition in environmental and social responsibilities. The Agency plans to introduce green initiatives aimed at reducing energy usage, increasing recycling, as well as tackling Demilitarisation, Dismantling and Disposal (D3).

Preparation should also be made to support national disaster relief should that occur. NSPA will support NATO 2030 aligning its communications strategy with NATO's three communications pillars: NATO Protects; NATO Unites; and NATO Strengthens. The themes of adaptation, resilience and cooperation will be woven into NSPA's campaigns and will form part of the communications pillars.



Information Technology

The supplier of the Agency's Enterprise Resource Planning (ERP) core system will cease support of the current Information Technology systems that are critical for the Agency's operations after 2027. The Agency will optimise its processes and procedures, adopting where possible and appropriate industry best practices before they are incorporated into the updated ERP software. This is expected to require significant effort but will result in a more effective and efficient Agency that can do more with the same resources on behalf of our customers.

ASB Strategic Guidance

Based on these developments, an assessment of the current performance and the ambitions for the future, the ASB formulated a Strategic Guidance. The guidance introduced four key themes for the Agency to adopt:

1. **Business Development.** The Agency should provide an analysis and outline a general plan on how it intends to address/adjust the future development of its business volume and functional capabilities.
2. **New and emerging technologies and associated challenges.** The Agency will provide proposals on how to deal with the challenges and opportunities to exploit new and emerging technologies in order to remain relevant.
3. **Optimisation of the Agency.** Over the coming years, the Agency must further assess and define its lines of development in the following areas: improve internal resilience, increase effectiveness, accelerate recruiting and assess improved working conditions.
4. **Customer Satisfaction.** The Agency will continue to monitor, assess and improve customer satisfaction and feedback mechanisms, compliance, transparency and effectively address risk management and internal control.



Agency Wide Ambitions

Following the Strategic Guidance received from the ASB and analyses carried out of the external drivers for change, the Agency has identified a number of key lines of development for the next five years.

Deterrence and Defence of the Euro-Atlantic Area

NSPA pan-Agency will fully engage in implementation of Deterrence and Defence of the Euro-Atlantic Area in support of customer's requirements. This will include building conventional defence capacity through in-service support in the existing support partnerships, expanding their membership and creating new support partnerships, acquiring new capabilities, and implementing measures to increase resilience and responsiveness whilst continuing to support operations in support of countering terrorism.

Customer Satisfaction

The Agency will also work towards a stronger focus customer satisfaction, anticipating future requirements and providing long-term solutions to meet the needs of customers in terms of quality, time and cost. As mentioned in the "recent achievements" section, a fully automated customer satisfaction measurement process was established. This will be professionalized and augmented by a responsive complaints management processes and both will be embedded by default across the Agency. This will include a full annual assessment of the Customer Satisfaction cycle and complaints raised, with stakeholders informed about results and associated lessons identified, learned and captured in processes.

Attractiveness

Recent investment initiatives such as the new infrastructure in Capellen (Luxembourg), the Occupational Health and Safety and the Enterprise Resource Planning System (SAP S/4 HANA) upgrade, and the implementation of the Luxembourg salary scale, have increased the costs of the Agency.

The Agency recognises it must avoid increasing costs and lead times and is planning a series of initiatives to ensure the continued attractiveness of the Agency for its customers. In addition, the potential loss of attractiveness to customer nations has been added to the Enterprise Risk Register for the Agency (with ASB approval) in the Spring Cycle 2021.

NSPA will continuously strive to innovate and improve effectiveness and efficiency to ensure it is the Agency of choice for support to operations, acquisition and in-service support.

The Agency will emphasise the value of multinational cooperation and the cost effectiveness of economies of scale, standardisation, and interoperability, highlighting its proven record of timely and cost effective delivery and high levels of customer satisfaction.

The Agency will also strive for further efficiencies, looking to do more with the same resources wherever possible, working with Allies and Partner Nations to provide support in areas facing challenges in national organic military logistic capabilities. It will look to further optimisation of processes in place and increase the level of automation of processes where that would be effective. A firm focus will be on costs, ensuring a balanced development of direct and overhead costs.

In line with the strategic guidance, the Agency will continue to optimise its organisational structure to improve effectiveness and efficiency by implementing synergies. The overall aim will be to ensure the Agency is fit for the future, able to operate in an increasing complex environment and with the flexibility to adapt and meet new requirements and challenges. The Agency will also strengthen the evaluation capability for additional posts to minimize cost after all options are considered.

The Agency will benchmark its functions against comparative NATO organisations to maximize performance. Organisations such as NCIA, NAHEMA, NAGSMA and National Armaments Directorates will be approached to assist in this effort.

A key enabler to enhance attractiveness and improve efficiency will be to strengthen the cohesion and teamwork within the Agency, especially at a time of growth. The Agency will embark in activities to avoid stove piping of activity and thinking. To reduce this risk, there will be greater integration of operational and support functions within the various business units. Improving the communication and coordination of activity will improve efficiency and maximise the benefits of shared expertise.

Resilience

The NSPO Charter requires the Agency to deliver its Mission in time of peace, crisis and war. All spheres of government and commerce over a generation have prioritised efficiency over resilience, including the Agency. Experience from the COVID-19 crisis and meeting the challenges associated with delivery of deterrence and defence, have demonstrated the need to enhance resilience through business continuity policy and procedures, and having the ability to generate capacity and capability in times of crisis. Development of contingency plans will also contribute to the enhancement of the Agency's responsiveness.

In line with governments and commercial enterprises, the Agency will enhance resilience as a priority by developing contingency plans and encouraging support partnerships to do so. Within available budgets, ICT resilience will also be improved to meet the current and emerging threats and risks. In line with developments across NATO, the Agency will develop a coherent and cohesive business continuity plan so that disruption to Agency activity will be minimised through any future crisis.

Compliance

The Agency is well positioned in terms of Compliance and will continue to maintain focus, having completed the NATO Financial Regulation compliance, Occupational Health and Safety and Quality Management. Re-certification of ISO standards in Quality and Occupational Health and Safety are cyclical and will recur during the period of this Strategic Direction.

In addition, the Agency is aware of NATO developing ambitions on environmental issues that are likely to emerge during the period covered by this document and the Agency will continue to monitor and implement NATO guidance as appropriate. In line with the NATO guidance, Agency activity will include a light analysis of environmental issues in 2022 to define its ambitions for the future.

Innovation

As part of the wider effort to deliver greater productivity, efficiency and effectiveness, the Agency will foster innovation across its entire portfolio. Innovation is a catalyst for business growth and development. The Agency will investigate new ideas, in science, technology and ways of working, and will be ready to invest and capitalise on those deemed to offer tangible improvement. Rather than product innovation, the focus will be on the enhancement of existing processes to ensure they are optimally designed to deliver business outputs. This will also include tools, particularly in the ICT domain. The Agency will leverage the latest developments and best practices, to ensure it is well placed to exploit new opportunities to the benefit of its customers.

Internally, The NSPA Executive Management Board will champion innovation to inspire continuous development and recognising and rewarding good ideas and initiative. The Agency will look to best practices in all areas and create its own Innovation Board to manage developments. Where possible and viable, the Agency will look to automate business processes (including e-Procurement) supply chains and materiel management to ensure business outputs are delivered with high levels of efficiency. **A well balanced policy of adopting proven innovation and tested technologies rather than risky leading edge design will be the Agency's approach in the coming years.**

The Agency will develop partnerships, particularly between the APDO and the Science and Technology Organisation, to translate the emerging and disruptive technologies of the future into solutions for its customer nations.

Supporting Lines of Development in the Business Units and Supporting Divisions

Support to Operations

The Support to Operations business unit will take the lead within the Agency to support the implementation of Deterrence and Defence of the Euro-Atlantic Area, including meeting the challenges of countering terrorism and generating stability, whilst increasing the Agency's capacity, capabilities and resilience in peace, crisis and conflict.

1. Implement the NAC guidance on NSPA's role in Deterrence and Defence within the Euro-Atlantic Area (including NCS-adaptation).

The Unit will further optimize the NSPA concept of operations and will deepen the Agency's relationships with the NATO Command and Force Structures and other Allied headquarters. It will also formulate the definition of a special relationship with SACEUR.

It will develop a proposal for a surge capability in case of an emerging crisis, which in times of crisis will be capable of surging to provide a 24/7 Agency- wide capability. This will be complemented by the development of other mechanisms by which the Agency can generate surge capacity at short notice through the transfer of existing staff resources within the Agency to respond rapidly to urgent requirements, aligned with contingency planning for crisis, particularly for deterrence and defence.

It will provide an essential contribution to the Standing Joint Logistics Support Group (SJLSG) requirement for a recognised commercial support to operations picture through the generation of multi-nationally funded and collectively planned commercially delivered capabilities to enable forces within the SACEUR's AOR.

2. Optimize the Agency's capacity, capabilities and resilience to respond to a crisis.

Support to Operations will explore, together with NATO and other external stakeholders, the possibility of an innovative funding mechanism to enhance responsiveness to an emerging crisis.

It will increase the readiness of deployable personnel by increasing deployment training and refresher training capacity, in line with NATO policy.

3. Increase the Agency's multi-national capabilities to support its customers during peace, crisis and war.

Support to Operations will develop from within current resources a concept to strengthen the internal C2 by implementing a permanently constituted Operations Cell to enhance management of current operations and exercise support, contingency plan for crisis and emerging operations.

It will improve the Agency operational planning by establishing OP-plans for current operations and contingency plans for future operations in line with NATO operational planning. Further align and enhance Agency operations and contingency planning with both NATO and Nations planning.

It will explore together with NATO and other external stakeholders, the possibility of an innovative funding mechanism to enhance responsiveness to an emerging crisis.

It will increase the readiness of deployable personnel by increasing deployment training and refresher training capacity, in line with NATO policy.

Life Cycle Management

The Life Cycle Management (LCM) Directorate will continue delivering services to the wide range of Support Partnership (SP) Committees and their participating nations.

It will also deliver standalone acquisition and in-service support projects to individual nations, groups of nations and other customers. As such, LCM will provide continued comprehensive lifecycle support to a wide range of weapon systems, including the management of NATO's common funded and multinational flagship programmes. In parallel, it will focus on development of the Agency acquisition capability.

Key lines of development:

4. **Attract new NATO and multinational initiatives such as AIM2S, GBAD, CBRN, and new generation Rotorcraft and Naval projects.**

This will require strengthen the cooperation with ACT, ACO, NATO DI and the CNAD community (including its subgroups) by initiating and exploring new capability initiatives.

Also, it will mean to collaborate with customer Nations to further enhance multinational cooperation in the In- Service-Support. This includes monitoring the increasing speed of obsolescence and formulating proposals to maintain operational readiness of (weapon) systems.

The Unit will enhance the cooperation with OCCAR as appropriate.

5. **Further mature the Agency's Acquisition role.**

This will be achieved through developing and embedding the full range of acquisition processes

In addition through formulating a proposal for ASB on the APDO funding after the year 2023;

6. **Develop a comprehensive concept for integrated (weapon) systems management.**

The Unit will offer the full range of logistic system management support as a one-stop-shop.

This includes an analysis of the consumption of spares in relation to the availability on the supply market. The agency will develop innovative solutions in the supply chain and offer them to customers;

LCM will also optimise the Agency's capabilities and resources to efficiently execute all related tasks.

7. **Further develop the concept for D3-activities, aligned with the NATO Life Cycle Model.**

LCM will explore new commercial frameworks based on business cases and will address evolving environmental, health & safety, legal and security customer requirements.

In doing so, it will attract new customers and new projects.



CEPS

The Central Europe Pipeline System Programme will focus on enhancing its sustainable readiness, its responsiveness in a dynamic environment, and its overall resilience in support of NATO's Energy Security objectives, including its most demanding military requirements. The following lines of development are identified:

8. **Improve resilience and reduce bottlenecks in the current system.** To achieve this, the CEPS Programme will concentrate its resources on remaining synchronized with NATO's strategy in leveraging its bulk fuel capability, on modernizing its infrastructure to increase throughput capacity and reduce saturation points, on optimising non-military use, on improving physical and cyber networks resiliency, and finally on integrating ERP systems.
9. **Contribute and advise on the 'Fuel-to-the-East' concept** (incl. CEPS enlargement) in conjunction with the Operations Business Unit. Additionally, and considering the current NATO Defence and Deterrence posture in the East and the corresponding significant military fuel requirements in support of operations, the Programme will remain an active contributor to NATO's assessment of a potential extension of the CEPS to the eastern part of Europe.

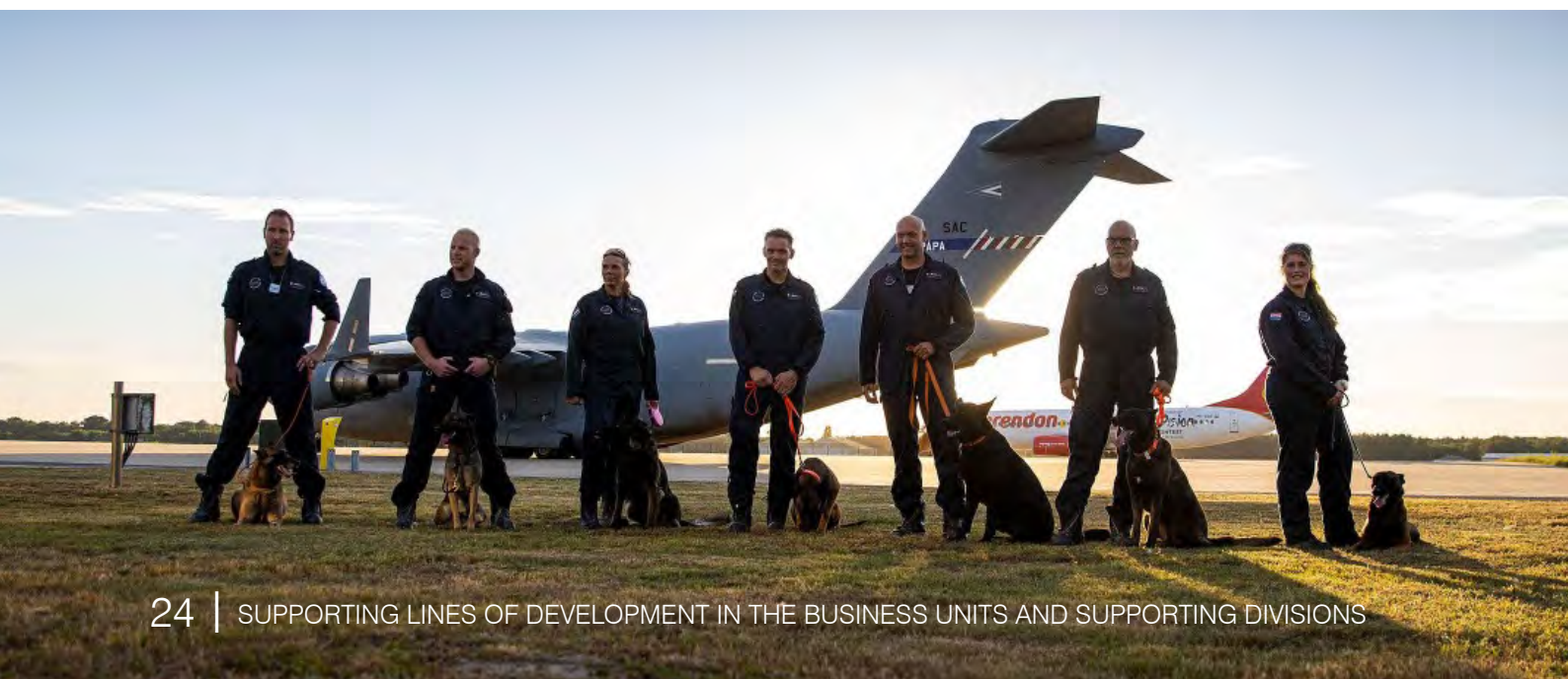
10. Further integration of IT-functionalities between Programme level and National organisations.

- ▶ Integration of the CEPS enterprise financial tool
- ▶ Integration of the CEPS infrastructure project management

NAMP

In the NATO Airlift Management Programme, the Agency will further support the Strategic Airlift Capability through weapon system management, wing support services and the delivery of dedicated facilities.

11. **Continue to participate in joint funding and project management of host-nation infrastructure projects** to improve Pápa Air Base, delivering quality projects on time and within budget.
12. **Strive to attract new NATO Allies and Partner Nations to the SAC program** and look for options to expand the logistics hub at Pápa to provide enhanced aircraft logistics support to NATO Partner Nations in South-Eastern Europe.



Procurement

13. Procurement will create stronger cooperation and integration between the Procurement function and the Business Units. It will leverage innovative public procurement best practices as applicable within the framework of the Business Model used by the Agency.

14. The Agency will continue to develop and optimise its procurement processes. The goal is to make them more flexible to improve responsiveness particularly in times of crisis.

This will include the routine implementation of virtual non-complex Contract Award Committees.

Also, this will require to optimised procurement process for Low Value Low Critical PR's supported by the rollout of innovative purchasing tools, like the NSPA Purchase Card.

15. Implement best practices (incl. S2000M, use of outline agreements and automation)

In close cooperation with LCM, Procurement will implement the extension to the Land Systems Supply Chain Management of the ASD/AIA S2000M (S2000M) Electronic Data Interchange standard. This will enable the automation of customers Direct Ordering capability against Outline Agreements competed, awarded and administered by the Agency. The target for automated processing is 80% of LVLC activity.

16. Strengthen the Agency's capabilities to run High Value, Complex Acquisitions through:

The creation² of a new category of Acquisition expert: the Principal Procurement Officers A4 for inclusion in the Acquisition Project Team.

Within the current resources, the development of a dedicated pool of acquisition experts ready to join an Acquisition Project Team.

² Implementation will take place only if the funding is secured.



Human resources

Within Human Resources, the Agency will focus on three main lines of development:

17. Reduce the vacancy rate to 5% as quickly as possible (target: end of 2022), by developing a brand image, speeding up the recruitment process through automation of application flow and simplifying the selection process.

18. Implement the Agency's HR-strategy.

This will be done focusing on leading and developing staff member competences. The Agency hires for competence but most hope to progress in their careers. The Agency also expect transparency and strong leadership. The three strands of this Line of Development include people performance management, career development and learning.

Also, this will require delivering professional people services to ensure service level despite growing volume and complexity. To shift responsibilities to Managers and increase ownership for staff.

Consequently:

Human Resources will reduce the number of inquiries. This will be achieved through the creation of an employee intranet covering most info from NCPR, HR Regulations and Operating Instructions in an easily accessible, clear and concise manner.

HR will promote Self-Service. The intent will be to automate and simplify all major HR administrative processes over a 2-year period. Shift responsibilities to the Managers and Leaders. Automatic reporting rather than active control.

HR will reserve personalized services for complex matters and added-value work such as information sessions for Managers ("how-to" on homeworking, sick-leave etc.)

19. Promote Respect and Integrity. The Agency will continue to promote Respect and Integrity as key values, ensuring all members of the Agency and those with who we come into contact are valued equally and treated courteously. In particular, the NSPA will support the UN 1325 "Women, Peace and Security" resolution adopted by NATO, especially in areas of operation where the Agency has a footprint.



Infrastructure

20. Implement the Agency's Strategic Infrastructure Plan in accordance with ASB guidance. The main objectives of the Strategic Infrastructure Plan (SIP) are to address the current and growing shortfall of office accommodation and the Occupational Health & Safety (OH&S) deficiencies at the Capellen site. This multiphase infrastructure development programme will deliver a more sustainable and environmentally friendly site.

The new buildings will minimise Through Life Costs, making the Agency more cost effective to its customers. At the end of the Programme, the Agency will benefit from a cost effective, modern, functional and effective work environment with a positive impact anticipated on staff morale, productivity and cost efficiency. During the period covered by this Strategic Direction document, the SIP plans the following phases:

Phase 1: Construction of a New Administrative building for 300 people, with a potential surge to 400 people. Phase 1 is expected to be completed by the end of 2022.

Phase 2: Construction of a New Administrative building for 300 people, with a potential surge to up to 400 people. This Phase will include improvements to the site perimeter security fence. This phase is expected to be completed by the end of 2023.

Phase 3: Construction of a New Office Building to house the Headquarters for circa 300 people, in Phase 3. This Phase will include further site security improvements. Phase 3 is expected to be completed by the end of 2025.

Follow-on Phases. Once the new office accommodation is completed, attention will be focused on warehouses and workshop areas to maximise use and modernise the capability.



Process Optimisation and Information Communications Technology

In the ICT domain, the Agency will focus its efforts on digital transformation with the aim of improving employee effectiveness and efficiency. For the period of this Strategic Direction, the digital transformation journey will address the following specific lines of development:

21. Optimize the Agency's key processes to be ready to be automated.

Analysis of processes outside the ERP system (i.e. non-transactional): beginning in 2021, there will be a phased improvement in the efficient flow of information using technology. The target by 2025 will be for significant information flows to be at the capability maturity level of defined and will be automated.

Standardise software support to business units will be done wherever possible to minimise customised support requirements and standardise Agency activity.

22. Finalize and implement the Agency's IT Vision.

The Agency will develop a resilient, highly secure and cost effective next generation digital platform to enable NSPA's unique business model. As a strategic enabler, ICT will continue to serve as a critical backbone, proactively supporting NSPA's business activities in an innovative and agile manner.

Include development of state-of-the art digital workspaces that include remote working, virtual meetings and information exchange. The goal is to improve employee effectiveness and efficiency by supporting collaboration and decision-making. This will enhance the ability of the ICT organization.

Continue to roll-out secure new technologies, equipment and increase service capacity, such as for digital signatures and VTC solutions in order to meet the day-to-day situations faced by users. This will continue beyond 2025.

23. Upgrading of its ERP system consequent on the signaled reduction and eventual end of vendor support.

The Agency must migrate and should benefit from a standardised "out of the box" system solution. As a major multi-year initiative, this will automate new business processes and reduce the costs associated with supporting specific system customisations.

With the PODs, consultations will review the cross-functional processes in an integrated manner to ensure maximum opportunity for value. This preparation activity will take place in 2021.

The implementation is currently planned to begin 2022 starting with finance and budget areas, with Logistics and Procurement in 2023 with HR in 2027.

The Agency will also expand interconnectivity means and data exchange with customers and suppliers to enable further process automation improving quality and responses times.

Finance

Besides the continuation of an unqualified IBAN opinion and the further reduction of outstanding IBAN recommendations, the focus for the coming years will be on updating and modernising.

24. Finance will continue to review processes to ensure they are modernized, leaner, faster and automated to the maximum extent possible, properly documented and are effective and efficient.

As part of the review of processes, the Agency will check how financial data can be presented to stakeholders in a more understandable way and on a timelier basis. Improved reporting will be implemented on an ongoing basis as reports are designed which improve the stakeholder experience.

The Agency will continue to develop and implement new tools and reports which make business easier. For example, by the end of 2021, it will enhance the travel approval and booking process, and automate the Financial Controller's compliance responsibility for prior-approval to all financial commitments.

In 2022, the Agency will start planning for the upgrade of the ERP systems, with a view to ensuring that enhanced financial management information is available in a timely and efficient manner using established system best practices. This will include a review of data linkage with customer nations to optimize data transfer capability.

25. The economic risks of COVID-19 will lead the Agency to put increased effort into collecting customer overdue accounts; this will help ensure that receivable balances do not have to be written-off and allocated to other customers.

This will be achieved through a more effective and efficient annual dunning process which will help the Agency achieve a target of reducing accounts which have been overdue by more than one year by 15 % per year.

Corporate Communications

26. Brand recognition among external audiences is fundamental to maintaining and building support for the Alliance.

Corporate Communications will focus on enhancing NSPA's brand across all stakeholders groups and in support of all aspects of the Strategic Direction. This will be done through enhancing NSPA's capabilities awareness and reputation in alignment with wider NATO messaging and posture underpinned by its three communications pillars: NATO Protects; NATO Unites; and NATO Strengthens.

The Corporate Communications Office (CCO) will highlight capability development and sustainment abilities via campaigns in the acquisition, in-service support, disposal and support to operations domains. Emphasis will be placed on the Agency's capability to successfully launch new acquisition projects.

Supporting new and expanding capabilities, the CCO will effectively communicate the Agency's rapid adaptability to reconfigure capabilities to address new challenges e.g. support nations in responding to humanitarian crisis.

The CCO will further develop internal communications, contributing to the consolidation of the Agency's culture and staff cohesion with a particular focus on a Respect and Integrity campaign. The CCO will also leverage brand awareness and reputation in support of talent acquisition and retention.



Conclusion

The strategic intent outlined in this document offers an exciting outlook for the Agency to meet rapidly changing requirements from NATO, its Allies and Partner Nations.

It reflects the detailed analysis of the external and internal environment in which the Agency operates, as well as the challenging strategic guidance provided by the ASB.

The Agency has renewed its Vision Statement and aligned its values to the NATO Code of Conduct. Six Agency-wide ambitions, supported by 26 main Lines of Development, have been generated with Programme Office Directorates (PODs) contributing to these through lower level Objectives.

Through successful completion of the planned activities included in this document, NSPA will continue to be effective, efficient, responsive, resilient and customer-focused. The modern approach to the support of operations, acquisition and logistics support activities will prepare NSPA to respond to any challenge that NATO, its Allies and Partner Nations might face in the future.







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