

NATO Maintenance and Supply Organization/Agency

Delivering Effective Logistics Support

50th Anniversary



40 years in the Grand Duchy of Luxembourg



NAMSA



Table of Contents

NAMSA General Manager	5
Foreword by the NATO Secretary General	7
The Luxembourg Minister of Defence	7
Chairman of the NAMSO Board of Directors	8
The Mayor of Mamer	10
Chairman of the NAMSA Civilian Staff Association	13
Reflections of some former General Managers	16
NAMSO's first ten years	19
NAMSA in the Grand Duchy of Luxembourg	19
Milestones	20
Leveraging NAMSA's Capabilities	24
The Weapon System Partnership Concept	27
Support to the NATO AWACS Fleet	36
Support for NH90 and TIGER Helicopters, using ASD Spec 2000M	36
The NATO Logistics Stock Exchange (NLSE)	39
Support for NATO Initiatives	41
The Strategic Airlift Interim Solution (SALIS)	45
NATO Partnership for Peace Trust Funds for Demilitarization of Surplus Weapons and Ammunition	47
In-Theatre Support to Operations	50
Statistics	53
NAMSA Transformation	61
NAMSA e-Procurement: a New Dimension in International Public Tendering	66
NAMSA's Greatest Asset: its Human Capital	68
A Possible Scenario for NAMSA in the Future	70
Contacts	23/74



NAMSA General Manager



Celebrating our 50 years gives us the perfect opportunity to look back, analyze the present and formulate a vision for the future. We are standing on the shoulders of our predecessors and we lay the foundations of future work. Successfully understanding continuity, the unique interaction between the Alliance and her nations, the clients, the Agency and the heterogeneous cultures of NAMSO's community is and always has been key to NAMSA's success.

Early in the second decade of the Alliance's existence NAMSO and with it NAMSA were founded. The forces of the first hours of potential battle – the troops and commands in charge of Counter Air and Strike operations – were then our principal clients and US systems were the core of our support work.

After 10 years in Châteauroux, France, political realignment in the Alliance as a whole resulted in a move to Luxembourg, Capellen, where NAMSA was welcomed

and generously supported by our new host nation, Luxembourg.

In its steady-state phase until 1989, NAMSA developed its competencies, a motivated and dedicated staff, its unique culture of excellence, multinationality and customer orientation. More and more it had to prove its worth in order to be chosen over national solutions.

This was really put to the test after the fall of the Berlin Wall and the reduction and reorientation phase of the nineties. My predecessors had to face enormous challenges, and successfully started the necessary reforms, overcame the crisis following the introduction of a new information system, and I took over a well-disciplined and perfectly functioning agency.

Today NAMSA is active where NATO is deployed. We have developed the necessary tools and structures. Our work is recognized

and our traditional activity is also increasing. This growth is only possible with customer satisfaction. But we know that we have to work hard on maintaining it and we have to do more: we must improve and further modernize our services with the changing logistic environment. We want to reduce costs for service – in other words to become more efficient – and to multinationally support the deployed systems of the Alliance in the field as we have in the past.

In short, NAMSA is undergoing a paradigm shift, moving from managing spares to managing risk. Our future is with NATO's transformation and with flexibly supporting nations and groups of nations. By creativity and dedicated application of know-how acquired, we are becoming NATO's Logistics Agency of Excellence.

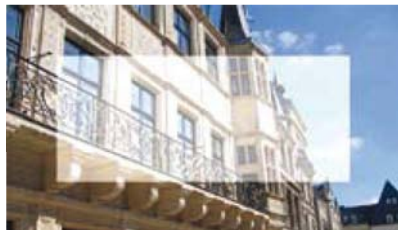
Karl-Heinz Münzner



Rockets & Missiles Workshop



In the Radars Laboratory



Foreword by the NATO Secretary General



It is my pleasure to introduce this special brochure in celebration of NAMSO's fiftieth anniversary.

For the past five decades, NAMSA has

provided, and continues to provide, vital logistics support services that keep defence systems of the NAMSO member states, and indeed of NATO itself, at the ready. In recent years, the Organization has demonstrated its ability to take on new challenges and to satisfy logistics needs. It provides in-theatre logistics support to deployed troops and to the NATO Military Commands. NAMSA also executes demilitarization projects in partner nations and projects in support of the NATO Response Force, and supports new cooperative logistics like strategic airlift.

From its modest beginnings of two dozen staff in the late 1950s, NAMSA has become NATO's largest Agency with more than 1,000 personnel and a business volume approaching one billion euros.

Half a century of providing first-class cooperative logistics support services to the NAMSO member states and to other

NATO organizations is indeed a significant accomplishment that reflects the dedication and professionalism of the many people who make up the team, especially the NAMSA staff. I commend the people who voluntarily go into NATO's theatres of operations to provide their invaluable international contracting and logistics expertise and those who man the barricades at home providing the essential skills and tools that constitute logistics support, thus allowing NAMSA to make an outstanding contribution to the armed forces of the NAMSO nations and to the Alliance.

On behalf of NATO, I offer my heartiest congratulations to NAMSO, including NAMSA, on its fiftieth birthday and my very best wishes for continued success for many years to come.

Jaap de Hoop Scheffer
NATO Secretary General

The Luxembourg Minister of Defence



I am particularly pleased that the Grand Duchy of Luxembourg, NAMSO's host nation, has had the opportunity to support the events marking the 50th anniversary of the NAMSO Charter and the 40th anniversary of the presence of the Organization's Executive Agency – NAMSA – in Luxembourg. NAMSA's presence is a tangible manifestation of the ties which unite Luxembourg to the Atlantic Alliance. It is a practical illustration of the security that NATO has successfully ensured on the European continent following the tragedy of two World Wars and the persistent threat of the Cold War.

With the 1867 Treaty of London, the European powers sought to maintain the Grand Duchy

of Luxembourg in a state of perpetual neutrality. That principle was embodied in the Luxembourg Constitution of 1868. One century later, Luxembourg welcomed on its territory the largest Agency of the most powerful political and military Alliance. Your celebrations thus cause me to remember the words of a former Luxembourg Minister of Foreign Affairs, the statesman Joseph Bech, who observed when informing the press that Luxembourg had signed the North Atlantic Treaty in April 1949: "Today, we are relinquishing the illusory guarantees of our former neutral status [...] in favour of the tangible guarantees of a joint and reciprocal system of defence".

Throughout the Cold War, NAMSA played its role to the full by providing effective support for the NATO countries' complex weapon systems and ensuring their operational readiness. NAMSA continues in this role today, while developing its activities in the wake of the geostrategic upheavals the world has experienced since the fall of the Berlin Wall and the terrorist attacks of 11 September 2001. Conscious of NATO's transformation, NAMSA demonstrates its usefulness on a daily basis by supporting NATO operations in Europe and further afield, without neglecting its primary mission to provide joint and individual logistics support to the armed forces of the NATO,

Partnership for Peace and Mediterranean Dialogue countries. In so doing, it gives Luxembourg world-wide visibility.

Beyond NAMSA's political, military and strategic missions, it has always been part of the day-to-day landscape of life in Luxembourg as lived by a foreign community in symbiosis with a national community. Contacts between political decision-makers, government departments and NAMSA's management have always been frequent, courteous and effective. Luxembourg has shown its support in practical terms by assisting with the Agency's needs through political and financial support. Over the four decades spent on our territory, close human ties have grown between international staff members and the local population. Dual-nationality families have been founded and children have been born of them.

I would like to say, on behalf of the Government of the Grand Duchy of Luxembourg, that I am delighted by this close relationship. I wish long life to NAMSA, NAMSO and all those who work for them. They can be assured of their host nation's enduring support.

Jean-Louis Schiltz
Minister of Defence



Chairman of the NAMS0 Board of Directors



It is with great pleasure that I, on behalf of the 26 member states, congratulate NAMS0 as it celebrates its fiftieth anniversary. I also thank Luxembourg, as the host nation, for 40 years of generous support that has contributed so much to NAMS0's success.

On this golden anniversary, we look back to the beginning when, in the mid-1950s, many NATO nations were having difficulty providing cost-effective supply and overhaul services for their military equipment. In the summer of 1958, the North Atlantic Council approved the establishment of the NATO Maintenance Supply Services System, in France, to provide logistics services for the equipment that the member states had in common. Under the multinational control of a Board of Directors, with a representative from each of the initial 11 participating states, the new Agency, with a staff of up to 25, began its logistics activities,

providing supply parts for three aircraft. Far too much has happened between 1958 and 2008 to do justice to in these few words. We need only think of the major changes over the past half-century in the political scenario that have impacted upon the Alliance's security, NATO's growth and transformation and the changes in technology, in business practices, in transportation, in weaponry, etc., all of which, amongst a myriad of other factors, contributed to the evolution of NAMS0 into NATO's largest civilian logistics agency.

With age has come growth, but more importantly experience, wisdom and well-honed skills. Today, the collective expertise of more than 1,000 NAMS0 professionals, equipped with state-of-the-art tools, ensures a wide range of essential cost-effective logistics support is provided



to meet the requirements of the armed forces of the NAMS0 member states and of NATO, whilst also providing services to Partnership for Peace and Mediterranean Dialogue states and to other organizations.

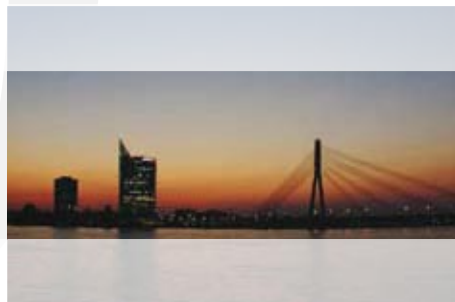
Logistics is always a necessity, but it is not always esteemed. The real value of the significant logistics contribution that NAMS0 made quietly and efficiently for many years began to be recognized, in the 1990s, with NATO's first-ever operations. A true appreciation for NAMS0's role in keeping the AWACS flying, in ensuring that equipment is well-maintained and ready for

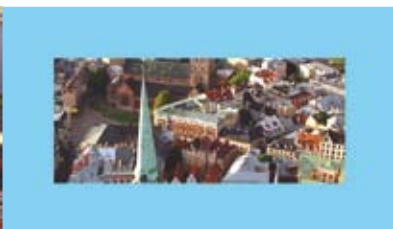
the troops emerged and was followed quickly by the realization that NAMS0's wealth of international contracting expertise and ability to provide cost-effective logistics solutions are extremely valuable assets. NAMS0's contribution of logistics services to the NATO nations and to the Alliance has always been great, and with NATO operations that contribution is now visible and well-regarded. It is people who are responsible for NAMS0's success and for it reaching this milestone anniversary. The nations' representatives to the Board of Directors, the Logistics and Finance & Administration Committees, the Weapon System Partnerships, the

Support Conferences and the Country Liaison personnel and, last but not far from least, the NAMS0 employees are to be applauded for this triumph.

Congratulations to each and every one, whose expertise and dedication over the past fifty years contributed to make NAMS0 what it is today, and very best wishes for continued success for many, many more decades.

Inga Puikēvica-Puikēvskā





The Mayor of Mamer



The Commune of Mamer has had the privilege of hosting NAMSA's facilities for four decades now. Our relationship has constantly been one of trust, mutual

support and eagerness to serve. The arrival of NATO international staff in our Commune in the late sixties was a source of great satisfaction and pride for its inhabitants.

The Commune has thus been able to witness NAMSA's activities and appreciate its important mission of providing logistics support to the armed forces of the NATO member countries. A fair number of Luxembourg nationals from the Commune of Mamer and the surrounding area have joined NAMSA's staff. Their skills have contributed to the successful conduct of NAMSA's mission and they have actively demonstrated their commitment to the ideals of freedom and democracy that NATO stands for: *animus in consulendo liber* – "deliberation with a free mind".

Through the quality of its facilities and its pleasing atmosphere, the Commune of Mamer has, over the years, tried to make the initial contacts between the staff members arriving from foreign countries and the local population as agreeable as possible. The fact that many families have felt at home here

and have elected to stay on to enjoy a well-deserved retirement testifies to our success.

The inhabitants of our Commune have observed the extent to which NAMSA has changed since its arrival: the realignment of its original mission to take account of NATO's new strategic posture, the number of staff and above all the increasing number of NAMSO member countries and of non-NATO countries (be it from Eastern Europe, the Caucasus, Central Asia or North Africa) calling on NAMSA's services. I am impressed by NAMSA's ability to adapt to new international realities.

On the occasion of this twin anniversary, I wish therefore – on behalf of the Commune of Mamer and its inhabitants – to congratulate NAMSA and its staff on their past achievements and to wish them every success in meeting the challenges of the future.

Gilles Roth
Mayor of Mamer



NAMSA, Capellen Campus in 1970



The Capellen Campus in 1990



Southern Operational Centre – Training exercise



The Chairman of the NAMSAs Civilian Staff Association



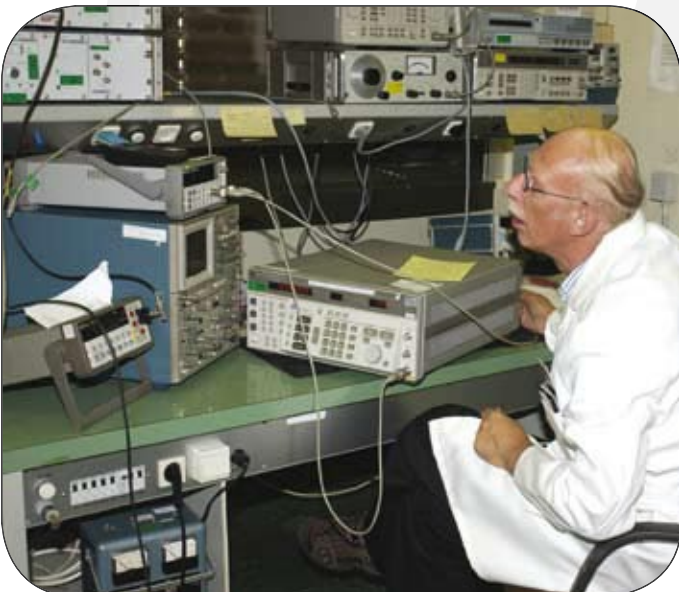
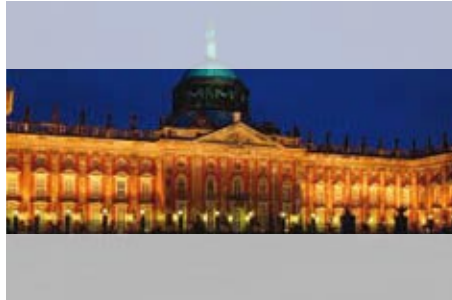
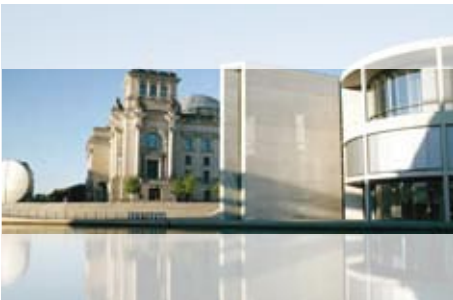
The celebration of NAMSAs's fiftieth anniversary this year is an occasion to take the pulse of NATO's largest logistics agency, to measure its vitality and also to look back at its history and recall key events. NAMSAs remains a model in terms of continued successful, harmonious relations between management and staff whilst remaining true to the values for which it has stood for half a century. One cannot but recognize the enthusiasm, motivation and mature attitude of NAMSAs's staff. Diversity of skills, professionalism, loyalty and integrity are strengths apparent in all departments, and enable the staff to work with diligence and impartiality, sometimes in dangerous and bold undertakings.

For many years, the Staff Association has been a major source of help and advice for the personnel. Its goals are both to support staff facing internal issues and to optimize human resources, attempting to

give a helping hand to every staff member seeking personal improvement. And lastly the Association offers its members the many advantages of a friendly network. The Staff Association seeks to preserve the ties between all personnel by ensuring that the communication of information and decisions is accomplished in a consistent manner.

It is not merely a matter of applying a code of ethics or making a promise, but rather a commitment on the part of the Staff Association to meet the many challenges that lie ahead of the Agency.

*Marc Holzschuh
NAMSAs Civilian Staff Association Chairman*



Calibration Laboratory



Rockets & Missiles Workshop

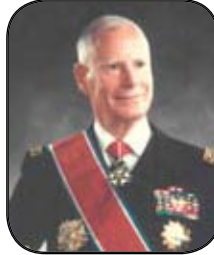


Reflections of some former General Managers

Three former NAMSAs General Managers were invited to look back at their time at NAMSAs and share some thoughts and opinions.

General Marc-Antoine Cauchie (General Manager 1984–1989)

Convinced of NAMSAs's relevance, General



Cauchie spent the past 47 years closely connected with this organization, holding a variety of high-level posts in the Agency and on the Board of Directors.

General Cauchie feels that his greatest challenge as General Manager was leading NAMSAs with an Ad Hoc Review Committee (AHRC) under his roof conducting its investigations in the mid-1980s. The AHRC concluded that no major change was required but made a

number of recommendations for improvements, some of which were adopted by the Board of Directors.

General Cauchie considers the harmonious working environment that was created for the staff to have been his most outstanding achievement as General Manager. His fondest memory is of leading and helping a team of committed, professional men and women to do excellent work for the benefit of the NAMSAs nations.

General Cauchie kindly recounts NAMSAs's ten first years in more detail and shares his views on NAMSAs's successful integration into the Grand-Duchy in two further articles (see pages 12).

Air Vice-Marshal Peter Markey (General Manager 1999-2004)



Air Marshal Markey recalls that when he took up his duties as General Manager the Agency was in turmoil, following the sudden death of his predecessor Robert W. Zweerts († 1999) and from the

overwhelming difficulties that it was having with implementing its new core information system. It was paramount at that time to reassure staff and give them the confidence to overcome the crisis, enabling the financial and IT specialists to regain control of implementing this major undertaking.

Given the challenges at the time, a simple strategy, which Air Marshal Markey termed

"survival and growth", was needed. The success of such a strategy relied on pursuing straightforward, relevant objectives so as to maintain cohesiveness and to move forward. Air Marshal Markey says that the staff were brilliant and the strategy worked. Eventually the Agency's reputation was re-established much to the credit of all concerned.

Air Marshal Markey recalls that he was able to put into practice the lessons he had learnt over the course of his career, especially in terms of political and managerial awareness, during his time as General Manager. Early on, he saw the potential for synergy between NAMSAs and OCCAR and was fortunate that the head of OCCAR shared that view, allowing the two organizations to put in place cooperative arrangements.

Air Marshal Markey's fondest memory as General Manager is having been fortunate

Major-General Hartmut Schmidt-Petri (General Manager 1990–1994)



As General Manager at the end of the Cold War, General Schmidt-Petri considers that historic event to have ended a period of complacency for the Agency, throwing into

question NAMSA's very existence. It took some time for all of NAMSA to accept the new situation and to understand the need to become much more competitive and that new structures and procedures were required. This included major changes in information systems in order to support a

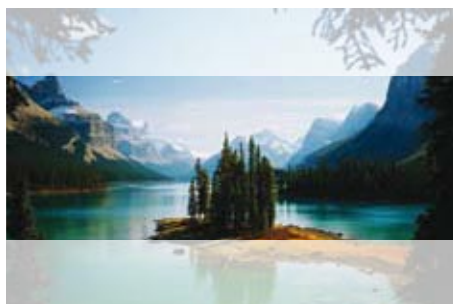
new agency management system and to improve and accelerate acquisition and other processes, making them more transparent.

General Schmidt-Petri believes his greatest challenge was having to face national views that, as a peace dividend, NAMSA should be closed in the 1990s. Responding to calls for the Agency's establishment to be drawn down, the challenge was to also avoid causing hardship to staff. Striving to promote greater use of the Agency, General Schmidt-Petri toured capitals, presenting a business case for using NAMSA and dialoguing with NATO Ambassadors and military commands.

General Schmidt-Petri feels that his greatest achievement was in creating an atmosphere of trust among the staff and in gaining their

acceptance of needed changes, through open and extensive communication between management and staff at all levels.

While General Manager, General Schmidt-Petri relished the opportunity to execute cooperative logistics in the high-profile NATO context, and his fondest memory is the comradeship he enjoyed with the staff.



enough to have worked with a superb team of people. The integration of staff of different nationalities, cultures and backgrounds in a diverse but cohesive and efficient team which meets customers' expectations is a major success story and a huge asset for NAMSA.

NAMSA has always enjoyed an excellent relationship with the authorities of the Grand Duchy, a country that provides NAMSA with superb hospitality. With the host nation's unstinting support, problems are quickly resolved.



HARM missile being fired



Fuel Depot



C-130 dropping cargo



HAWK Missile and Launcher



NAMSO's first ten years

(by General Marc-Antoine Cauchie)

In 1957, the United States prompted the North Atlantic Council to consider putting in place a logistics agency, allowing, in particular, the Military Assistance Programmes (MAPs) to be transferred to NATO.

On 21 May 1958, the Council created the NATO Maintenance Supply Services System (NMSSS) consisting of a Board of Directors with a seat for each member nation and an executive agency named the NATO Maintenance Supply Services Agency (NMSSA). The founding nations were Denmark, France, Germany, Greece, Italy, the Netherlands, Norway, Portugal, Turkey, the United Kingdom and the United States, rapidly joined by Luxembourg and Belgium.

US Air Force General C.A. Heim was appointed General Manager and in due course the Agency took up residence in the rue Ancelle in Neuilly, close to the offices of the NATO Council.

In March 1960, a NATO Supply Centre (NSC) was established at the US base in Châteauroux, under American command. On 1st July 1961, responsibility for the NSC management passed from the United States to the Agency, which operated with a headquarters in Neuilly and an NSC in Châteauroux.

The NSC, confronted with superabundant and ill-defined tasks, had difficulty in mastering its over rapid expansion. The nations became increasingly critical and the very future of the Agency was in doubt.

In 1962, on the initiative of France, the Board of Directors set up a four-member review committee (United States, France, Germany and Belgium) and approved the report it produced.

The North Atlantic Council endorsed two parts of the report, i.e. the "General Principles" and the "Functioning of the Board of Directors". In addition,

it introduced the concept of shared responsibility with SACEUR for the logistics support of advanced weapons. On these bases, the NATO Council approved a new "System Charter" at the end of 1964. The main features of the reform were the establishment of a permanent Chairmanship and the Weapon System Partnership concept.

To underline the move away from a discredited system, the Council changed the name to "NATO Maintenance and Supply Organisation/Agency" (NAMSO/NAMSA).

Thus restructured, the NSC expanded very successfully in Châteauroux, taking on new programmes and recruiting highly qualified personnel.

But, despite the general satisfaction, it became necessary in late 1967 to close Châteauroux for political reasons and in 1968 NAMSA had to be relocated to Luxembourg where, happily, some of its staff agreed to continue the adventure.

NAMSA in the Grand Duchy of Luxembourg

(by General Marc-Antoine Cauchie)

In October 1958, the Grand Duchy of Luxembourg became the 12th member state of NAMSO. In May 1959, Luxembourg offered to provide a home for NAMSA, but the nations accepted France's offer of other facilities.

Although France did not request that NAMSA depart its territory, in 1966 the North Atlantic Council decided on a transfer. Luxembourg, the United Kingdom, Portugal, Greece and Turkey offered locations and NAMSA was tasked to assess them.

In my capacity as Director of Administration, I accompanied the General Manager to Luxembourg on 10 May 1967 to visit the Capellen site, where we were welcomed by Lieutenant-Colonel Emile Krieps, who later became the Minister of Public Force.

This visit was decisive and confirmed the attractiveness of Luxembourg's offer.

On 19 July 1967, the Council decided to move NAMSA to Luxembourg.

The closure of Châteauroux and the accelerated recruitment of staff in Luxembourg in such a short time was a major challenge. The removal process from Châteauroux to Capellen began in the third quarter of 1967, and with the Headquarters installed in the capital city, NAMSA officially started its Luxembourg-based operations on 13 February 1968.

In July 1969, after negotiations with the Luxembourg government, the Board of Directors approved the Location Agreement setting out the relationships and mutual obligations between the Grand Duchy and NAMSO. In 1986, on my recommendation, the Headquarters was transferred to a new building in Capellen for streamlining purposes. With this move, the relocation of NAMSA to Luxembourg was completed.

As far as facilities are concerned, Luxembourg continues its active involvement in the construction of buildings in Capellen, such as the ultra-modern conference centre, whose largest meeting room is named after H.R.H. Grand Duke Jean.

In summary, over its forty years in the Grand Duchy, NAMSA – working on behalf of the member nations of the North Atlantic Alliance – has meshed wonderfully well into the life of Luxembourg, becoming an established feature of the country.



Milestones

1958 ●●●

On 21 May, the North Atlantic Council (NAC) creates the NATO Maintenance Supply Services System (NMSSS) and its executive element, the NATO Maintenance Supply Services Agency (NMSSA), in Paris. Its role is limited to procurement of spares for F-84, F-86 and C-119 aircraft. The founding nations are Denmark, France, Germany, Greece, Italy, the Netherlands, Norway, Portugal, Turkey, the United Kingdom and the United States, soon to be joined by Luxembourg (October 1958) and Belgium (January 1959).

1961 ●●●

On 1 July, the NMSSA takes over the management of the NATO Supply Centre in Châteauroux, France, which includes central stocks of spares, maintenance and repair of equipment. NMSSA's role is expanded to support six weapon/equipment systems.

1964 ●●●

Following the work of a Reform Committee, the NAC approves, on 4 November, a new Charter and new names: NATO Maintenance and Supply Organization and NATO Maintenance and Supply Agency, since unchanged. The concept of the Weapon System Partnership is introduced in the new charter.

1965 ●●●

The first Weapon System Partnership is formed for the F-104 aircraft. NAMSAs opens the F-104 Koblenz Procurement Centre in Germany. NAMSAs role is further expanded to support nine weapon/equipment systems.

1968 ●●●

NAMSA moves to Luxembourg: the Headquarters is in Luxembourg-City and the operational facilities in Capellen. February 13 marks the official beginning of NAMSAs activities in the Grand Duchy. NAMSAs now supports 11 weapon/equipment systems.

1972 ●●●

In addition to its Northern Depot in Capellen, NAMSAs activates the Southern Depot in Taranto, Italy, to stock spares for Greece, Italy and Turkey. NAMSAs now supports 15 weapon/equipment systems.

1975 ●●●

Canada joins NAMSO and NAMSAs assumes full responsibility for the support of the HAWK missile system in Europe. NAMSAs now supports 18 weapon/equipment systems.

1976 ●●●

The Koblenz Procurement Centre closes.

1980 ●●●

The NAMSAs Nike Training Centre opens in Fort Bliss, Texas, USA. NAMSAs now supports 20 weapon/equipment systems.

1985 ●●●

Spain joins NAMSO.

1986 ●●●

The NAMSAs Nike Training Centre closes.

1987 ●●●

NAMSAs Headquarters relocates to Capellen, alongside the operational facilities.

1995 ●●●

NAMSAs publishes its first Business Plan. NAMSAs now supports 30 weapon/equipment systems and begins support to operations approved by the North Atlantic Council.

1999 ●●●

The Czech Republic, Hungary and Poland join NAMSO.

2000 ●●●

NAMSAs obtains ISO 9002 certification.

2004 ●●●

Lithuania, Slovakia and Slovenia join NAMSO.

2005 ●●●

Bulgaria, Estonia, Latvia and Romania join NAMSO.

2006 ●●●

NAMSAs opens the Kandahar Field Office to support ISAF operations.

2007 ●●●

Iceland joins NAMSO. All 26 members of the Alliance are now members of NAMSO. NAMSAs now supports more than 50 weapon/equipment systems with an operational budget in excess of EUR 1 billion. On 31 August, NAMSAs integrated support solution is activated in Kandahar.

2008 ●●●

As NAMSAs celebrates its 50th anniversary and the 40th year of its presence in the Grand Duchy of Luxembourg, the mission continues.



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Leveraging NAMSA's Capabilities

Although NAMSA's fundamental mission and its place within the NATO structure have not changed substantially over the past five decades, the scope of NAMSA's capabilities has expanded beyond traditional in-service logistics for weapon systems to encompass the provision of logistics capacities in a broader context. This evolution has been possible thanks to NAMSA's enduring principle of achieving economies through the consolidation of logistics requirements so as to complement and sustain national and multinational logistics chains. By leveraging its enhanced skill base, NAMSA has become a de facto extension of national and multinational logistics capabilities.

Looking beyond the Agency's conventional supply and maintenance support remit, NAMSA has tailored its capabilities to

fit and fulfil the needs of NATO and the nations. Whether meeting a country's niche requirement by brokering the provision of an item or service or acting as a logistics integrator for multinational initiatives in direct support of troops in theatre, NAMSA consistently strives to ensure that its customers receive the support they need to sustain their forces' state of readiness.

NAMSA's portfolio of services now includes, amongst others, specialized logistics services in the areas of calibration, electro-optic repair, software procurement and management, port services, demilitarization, warehousing, electronic manuals, technical services, eLogistics, transportation, strategic lift and direct support to NAC-approved operations.

This evolution has not diminished NAMSA's traditional support role, and the



management of supply, maintenance and procurement activities remains a core NAMSAs capability, as evidenced by the Agency's support of 21 Weapon System Partnerships, 5 Support Conferences and 3 NATO commonly-funded SHAPE programmes.

NATO Transformation has engendered a number of new requirements in connection with which NAMSAs has played an important role. Transformation has prompted the Agency to participate in the development of new capabilities in the areas of contracted logistics support, strategic airlift and sealift contract management, construction project management, establishment of communications networks in hostile environments, provisioning of services for troops in theatres of operations, management of airport services, acquisition

of containerized facilities, demilitarization of surplus arms and ammunition, etc.

In achieving its mission, as expressed in the NAMSAs Charter, NAMSAs has provided, and continues to provide the nations with logistics support at a lower cost and more effectively than would be the case if it were done individually.

The driving factors continue to be *effectiveness* in operations and *efficiency* through multinational integrated logistics and economies of scale based on international competition. These have been the criteria on which the Agency has been assessed in comparison with national logistics and direct commercial contracting alternatives, and have consequently been the benchmarks for measuring its value and growth.

In short, NAMSAs continues to work as a unifying and enabling force for the NATO Member Nations, using its flexible, cooperative logistics programmes to offer them economies and efficiencies through consolidation, international competition and redistribution of assets. The outlook for the Agency's future is positive, and NAMSAs will continue to seek new roles in contributing to the Alliance's capabilities, thus supporting NATO's goals, objectives and priorities by broadening the range of services to nations and expanding its capabilities to meet evolving national and multinational logistics requirements.

