

INTRODUCTION

The potential for an increase in the number of NATO members and NATO emphasis on high technology equipment, along with the recent restructuring of forces, makes NATO an attractive option for U.S. firms supplying a wide variety of products and services. The implementation of the enhanced NATO's Partnership for Peace program and the expansion of the alliance to Central Europe also provide increased business opportunities.

The objective of the report is to assist U.S. firms planning to compete in the NATO Security Investment Program (NSIP) and other NATO-funded programs tailored to meet NATO's infrastructure requirements. The term "infrastructure" denotes buildings, pavements, waterfront structures, and other permanent installations, such as airfields, missile sites, communications, command and control and air defense systems (including radars), electronic equipment and in-place storage facilities for war materiel and ammunition required to support forces assigned to the North Atlantic Treaty Organization (NATO). The definition of infrastructure includes some mobile installations that have functions similar to those of fixed installations (for example, mobile war headquarters).

Success in winning NSIP and other NATO-funded contracts can provide a vehicle for U.S. firms to gain access to non-NATO national military or commercial contracts in Western Europe. This applies particularly to small and mid-sized firms which may not have considered NSIP or NATO programs in the past.

While troop levels within NATO are likely to continue to decline in future years, the importance of a ready and viable infrastructure is more vital to NATO now than ever before. The range of infrastructure requirements can vary from specialized high technology items to off-the-shelf civilian consumables.

The main body of this report provides background information on the NSIP and describes the procedures to be followed when responding to NATO procurement contracts. It begins with a brief description of the program, followed by practical information on how to participate in NATO tenders. Similar procedures are followed in the case of the NATO Maintenance and Supply Agency NAMSAs, and the NATO Consultation, Command and Control Agency (NC3A).

The information in this report does not apply to procurements by individual NATO members that are not funded by NATO. Facilities and capabilities planned solely for the use of national forces not committed to NATO are called National Infrastructure and are paid for out of national defense budgets.

NATO SECURITY INVESTMENT PROGRAM (NSIP)

All NATO members participate in the NSIP. The current budget for the NSIP is estimated at about 190 million NATO Accounting Units (NAU), a basket of NATO member currencies, or about \$800 million, with program planning being revised to reflect the new requirements and areas of emphasis in NATO's new Strategic Concept. It is likely that the NSIP budget will remain in the 185-190 million NAU range for the 1997-2000 time frame.

Future projects will emphasize support facilities, including:

- computer-assisted exercises
- continued command and control upgrades
 - a: command and control radars (transportable and mobile)
 - b: communications transmission media
 - c: automatic data processing to include Command and Control Information Systems (CCIs) and Management Information Systems (MIS)
- digitalizing NATO's communications system

The program provides for the construction of the following types of projects:

- Airfields and naval bases for military forces stationed outside their own territory.
- Training for multinational units.
- Warning Installations.
- Reinforcement Support.
- ASW and Surface Vessel Warning Installations.

Generally, requests to meet mission Required Capabilities (RC) are made in the form of Capability Packages (CP) prepared and submitted by the major NATO commands (MNCs) and endorsed for Council approval through the NATO Senior Resource Board. These capabilities, in the form of individual projects, are financed collectively by participating nations. The acquisition of real estate, as well as provision of local access and utilities, continues to be a national responsibility.

General Bidding Procedures for NATO Projects

NATO Security Investment Program projects normally are contracted under the principle of international competitive bidding (ICB). This is done to:

- Expedite implementation of approved infrastructure projects so that operational needs are met and unnecessary cost increases are avoided.
- Avoid discrimination against firms from participating countries interested in bidding on infrastructure projects.
- Assure procurement at the lowest technically compliant cost.

By obtaining facilities and equipment at the lowest cost to NATO, countries financing these projects get the most for their money, in terms of defense and monetary value, while minimizing commercial pressures on NATO military and technical staffs. Detailed procedures on this subject are available in North Atlantic Council Document AC/4D/2261, Procedures for International Competitive Bidding for Commonly Financed NSIP Works, (1996 Edition).

In all cases where an ICB is prescribed, host nations must ensure that eligible firms of all participating countries are given the same opportunity and that the bids of all eligible competitors are treated in the same way.

Notification of Intent to Invite Bids

While there are some variations on requirements for notification of intent to invite bids, the general guidelines described below are followed within NATO.

A host nation should issue a notification of intent at the earliest possible time, preferably before the request for authorization to commit funds is submitted. The notifications are sent to the Commercial Service at the pertinent U.S. Embassy, which then assembles the list of interested U.S. firms in coordination with the Department of Commerce in Washington.

Notification should be published at least 28 days in advance when security clearances are required and 35 days before the final date when firms must make known their desire to bid.

Formal notifications of intent to invite bids should include the following information:

- A project summary that specifies the cost estimates for the project, the relevant NATO document reference numbers, and the time allowed to complete the contract.
- Final date when firms must have indicated their interest in bidding.
- Date when the host nation intends to distribute the "cahier des charges." (Bidding document issued by a host nation containing technical, administrative and contractual

requirements and conditions)

- Closing date for bids.
- Bid validity date and applicable procedures after that date.
- Type and level of classification of information regarding the program and bidding process.
- Address and phone numbers of agencies or bureaus involved in the call for bids.
- Program identifying reference numbers.
- Method of bidding.

NSIP projects are usually denominated in NATO Accounting Units (NAU). The NAU is a unit of measure based on the exchange rates of the 16 NATO members, and is reevaluated every three months. As of 1 July 1997, 1 NAU equals 3.919 U.S. dollars.

Publication of Tender Opportunities in the United States:

To inform U.S. firms of projects that are open to international competitive bidding in this program, the following procedure is followed:

- Member nations notify the Commercial Service section (CS) of the U.S. Embassy in their respective countries of projects open to ICB.
- Information on projects considered to be worthwhile and competitive to U.S. firms is sent to the U.S. Department of Commerce.
- The Department of Commerce makes this information available primarily through announcements in Commerce Business Daily (CBD) and through the Trade Opportunities Program (TOP).

Additional information regarding the CBD and TOP may be obtained through the Commercial Service of the Department of Commerce in Washington or from the Department's District Offices throughout the U.S. Classified documents pertaining to a bid may be handled through the U.S. Embassy in the host nation which forwards the documents to the Department of Commerce for transmittal to the interested U.S. firms. The documents may also be sent by the host country to its Embassy in the U.S., which transmits them to U.S. firms via the Department of Defense (DOD) Defense Investigative Service (DIS).

Classified NATO tender documents may not be picked up from the issuing agency by company representatives (except with courier credentials) and brought to the U.S.; they must be obtained from the Commerce Department, DOD, or the host nation's Embassy in the U.S.

Unclassified tender documents and all subsequent addenda and follow-on documents, including related communications from procuring agencies, are forwarded directly to participating firms.

The NSIP Procurement Process

After NATO authorization of a project, the host nation notifies nominated bidders of its call for bids (the Request for Proposal or RFP). As a rule, the awarding and administering of contracts is the sole responsibility of the host nation, which could be either a territorial host nation or a NATO Agency or procurement organization.

Interested bidders must work with the appropriate government authorities of the host nation. Exceptions to this rule may be found. For example, programs associated with the NATO Communications and Information System (NICS) are handled by the NATO C3 Agency in Brussels.

In addition to meeting the technical specifications in the tender, additional information or steps may be required prior to submitting the bid. These include certification by the U.S. Government which is briefly described below.

Certification by the U.S. Department of Commerce

To participate in a NATO ICB, U.S. firms must be certified by the U.S. Department of Commerce as technically and financially competent. The first point of contact for U.S. firms seeking certification is the NATO Project Officer at the Office of Telecommunications (see ADDRESSES).

They must also obtain the DIS security clearances necessary to participate in the NATO procurement in which they have expressed an interest.

After this information has been supplied to and verified by Commerce, the firms are then placed on a Consolidated List of Eligible Bidders and do not need to be re-certified as eligible for subsequent tenders.

Certification of a U.S. firm's overseas facilities is not provided by the Department of Commerce, but by the NATO country in which the facilities are incorporated, regardless of stock ownership.

U.S. firms desiring certification (except for overseas facilities) should submit the information listed below on form ITA 4023P, *Application for NATO ICB Bidders' List*, which is available from the U.S. Department of Commerce, Office of Telecommunications.

One copy of ITA 4023P must be completed by each domestic facility, subsidiary, or branch of any company that plans to bid on NATO ICB projects. Each request for certification must provide the following information:

- A resume of the firm's operations, with special reference to similar work performed for the

U.S. Government or for other countries.

- A current annual report, including the firm's balance sheet, or a financial statement prepared by a CPA, must accompany the completed ITA form 4023P when it is returned to the Commerce Department.
- Level of facility and storage security clearance, if any, provided by DIS.
- For participation in classified projects and receipt of classified documents, firms must have the appropriate security clearances and a NATO briefing from DIS.

Commerce notifies the host nation concerning the degree of facility and safeguarding clearance available, which enables the host nation to transmit the appropriate level of classified material to a prospective U.S. bidder. If a firm has no security clearance on record, DIS will process a clearance on request from Commerce following the pertinent company's approval. Processing of such clearances normally requires between 30 and 90 days. Lack of security clearance does not preclude a firm, which is otherwise qualified, from filing a request to bid on unclassified NSIP projects; however, virtually all such projects have some form of security classification.

U.S. firms are advised that they must immediately notify the NATO Project Officer, at the Office of Telecommunications (see ADDRESSES), of any change in address, company name, contact point, or other changes which could affect the firm's status on the NATO database of eligible bidders. Once certified, the firm may be nominated to bid on projects in all NATO host countries, without any subsequent or additional certification. However, a firm interested in individual NATO projects must be nominated OR certified by Commerce for each project. Countries letting bids may require firms to submit statements outlining their experience and qualifications for a specific project prior to submission of individual bids.

Any U.S. firm seeking contracts for NATO projects is required to comply with the normal regulations of the host nation regarding foreign firms doing business within their national boundaries. Payment is in accordance with the host country's regulations and is a matter of mutual agreement at the time a contract is awarded.

The Department of Commerce will assist U.S. firms, whenever possible by requesting additional information on NATO projects and extensions of bid deadlines and by transmitting the classified tender documents overseas. All firms must comply with U.S. security laws and regulations.

Standard Industrial Classification (SIC) Codes:

SIC codes are required when filling out the ITA 4023P form. Firms must list the products and services they wish to provide for NATO procurement opportunities. All certified firms are placed in a NATO database at Commerce which lists, by SIC code, the products and services the firm has to offer. The list is useful for NATO procurement opportunities in which there is an

unusually short turnaround time and the NATO Projects Officer must generate a list of eligible bidders quickly. Firms are therefore encouraged to list the SIC codes for as many products and services as they are able to provide. The SIC codes are described in the Standard Industrial Classification Manual, 1987 which is available for \$30.00 from the U.S. Government Bookstore (GPO) (see ADDRESSES) The SIC manual is also available from the Commerce Department District Offices, located throughout the country, and most public libraries.

Standardization Agreements

Upon receipt of a NSIP tender, there may be a reference to what is known as a NATO Standardization Agreement or STANAG. The term Standardization within NATO is the process of developing concepts, doctrines, procedures and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the fields of operations, administration and materiel. STANAGS may be required to determine and/or meet specifications of NATO tenders.

The STANAG process encompasses a wide range of areas, depending on the particular STANAG activities involved. Operational STANAGS strive for the use of common concepts, doctrines, procedures, practices or formats to enhance interoperability and/or interchangeability in the development, procurement and support of materiel systems and combat supplies for Alliance forces. Materiel standardization relates to the development, procurement and support of materiel systems and combat supplies for forces. Unclassified STANAGS for NSIP RFP's can be obtained from the DOD SSP office at the Department of Defense. (see ADDRESSES)

Extensions of Requests for Proposals

NSIP tenders that are competed under ICB procedures should not have a closing date for bids less than 84 days after issue for large-scale projects and 42 days for other works and supplies which utilize the "cahier des charges" process.

If additional time is required for translation of bids, an additional 21 days will be allotted. Requests for an additional 21 days or less following the initial closing date will be granted automatically. Requests for more than 21 days are the discretion of the host nation.

Extensions are also available to respond to requests for clarification of a bid. Requests for clarification or for a bidders conference must be made 28 days prior to the bid closing date. For the purpose of querying the consequence of those changes, or requesting a revision of a changed specification, this new date will then be considered the bid closing date. Such queries are to be submitted no later than 14 days prior to the new closing date.

Requests for extensions must be made by representatives of the firm's country of origin. When extensions are granted, the host nation must notify the representatives of the other countries. For extension of RFP's, reviews of specifications, or disputes of any nature, U.S. firms should contact the U.S. Mission to NATO. (see ADDRESSES)

Evaluation of Bids

Standardized NATO procedures are followed to avoid discrimination in evaluating bids. However, contrary to NATO rules, host nations may try to deviate from these procedures to the benefit of their own industry. Host nations are encouraged to discuss and clarify bids being offered by companies during the evaluation process, but no alterations of the bids are permitted. Bids will be evaluated without duties or taxes. When host nations do not exempt a NSIP contract from taxes and duties, contractors should add to their basic bid the expected taxes and duties.

Award of Contracts

Within this system, contracts are awarded to the lowest, technologically compliant bidder. If the host nation seeks to award a contract to any firm other than the lowest compliant bidder, it must seek the approval of the NATO Infrastructure Committee. If a low bidder is deemed non-compliant and not awarded a contract, the firm is notified in writing. A company has 21 days upon receipt to protest a non-compliance notification through the U.S. Mission to NATO (see Section 3, ADDRESSES), which should be contacted immediately.

Disputes

U.S. firms are strongly encouraged to request clarifications to the RFP or reviews of the technical bid specifications no later than 14 days prior to the original bid due date if they have any questions about the RFP or believe it is discriminatory in any way. If, however, a U.S. firm is discriminated against by a host nation during the course of a NATO procurement, the firm should immediately contact the U.S. Mission to NATO, which may file a potential dispute against the host nation on behalf of the firm.

NSIP contracting includes a formal binding dispute settlement process. However, prior to going to binding arbitration, attempts will be made to resolve contract disputes informally. NSIP disputes are limited to the following areas:

1. Discriminatory non-observance of procurement procedures;
2. Not allowing a qualified firm to compete for a procurement;
3. Issuing tenders in a manner that prohibits interested firms from competing;
4. Wording of "cahier des charges" in a restrictive manner;
5. Non-observance of ICB procedures against a bidder.

Should a contractor at any point in the procurement process determine that a procurement was being unfairly competed, they should immediately contact the U.S. Mission to NATO, who, if warranted, will submit a formal request to the delegation of the host nation and the Infrastructure Committee. When a formal complaint is made, the host nation will suspend the placing or awarding of contracts. A 21-day discussion period will take place prior to formal arbitration. During this period, parties are encouraged to informally seek a settlement on the proposed contract. The NATO International Staff may be invited to provide a "neutral ear" on the dispute resolution. Subsequent to the discussion period, the NATO Infrastructure Committee will judge

the merits of the competing positions, although its findings are not binding on the parties.

The Arbitration Board consists of representatives from three countries not participating in the dispute. There must be at least one hearing with each party involved, with exchanges of memoranda and testimony of technical experts. The Board presents its finding no later than 28 days upon completion of the hearings/meetings. The decision of the Board is final and binding and no further appeals are allowed.

NATO Maintenance and Supply Agency (NAMSA)

There are several NATO agencies that frequently procure a wide variety of products and services and serve as procuring agencies for infrastructure programs. The NATO Maintenance and Supply Agency (NAMSA) is the executive agent of NAMSO, the NATO Maintenance and Supply Organization which is a multinational logistics organization for the provision of coordinated supply and maintenance management and services. NAMSA was established in 1958 to obtain maintenance parts and services needed by the NATO countries for certain military equipment. In addition, NAMSA procures supplies and services for other military equipment at the specific request of NATO countries and organizations (e.g., Infrastructure Committee).

NAMSA provides a wide variety of services, including storage, codification, inventory management of stocks, redistribution of assets, mutual emergency support, in-house and contractual maintenance, and calibration and configuration management.

NAMSA acts through the NATO Supply Center located in Luxembourg. The center deals primarily with logistical support for weapons systems. Examples of the 30 weapon systems and materiel supported by NAMSA include; HAWK, Patriot, TOW, MLRS, Stinger, NIKE, and Sidewinder. NAMSA initiates approximately 1,200 work orders or contracts per year with a value of approximately \$425 million.

Technical support provided by NAMSA includes both technical assistance and equipment which it supports. Technical assistance covers such activities as on-site assistance, preparation of technical specifications for maintenance contracts and the monitoring of surveillance programs. Configuration management includes data collection and analysis of equipment failures, technical studies, evaluation of equipment modification proposals, and updating technical documentation. In addition, NAMSA performs work in the area of demilitarization which is potentially a growth business due to the new military requirements for the post Cold War era.

Most NAMSA tenders are unclassified; however, a U.S. security clearance, NATO briefing and a facility clearance is required to receive requests for proposals (RFP's) containing classified information graded NATO Confidential or above. NAMSA keeps a source file of contractors to whom it notifies upcoming tenders.

NAMSA procures the following types of items:

repair services for missiles and ground support/guidance equipment, communication equipment,

radars, engines, avionics/navigation, test equipment and mechanical/hydraulic assemblies, spare parts in support of national maintenance activities, modifications and equipment upgrades, data collection/defect reporting and analysis, technical publications, technical assistance, and technical surveillance programs for Engineering and Post Design. NAMSA has also done some procurement for the NSIP (radar integration, medium power amplifiers and intense detection systems).

- Ammunition - 155 mm conventional, 105 mm tank, and special ammunition items.
- Infrastructure - radars, pipelines, pumps, engines, detection systems.

U.S. firms that would like to be placed on the NAMSA source list should contact the NATO Supply Center (see ADDRESSES).

U.S. companies are requested to list the specific categories of products and services they wish to provide to NAMSA. NAMSA then may provide additional forms requesting more detailed information on the firm's capabilities. Only firms which have provided NAMSA with this additional information will be accepted and retained in the NAMSA source files. Qualified firms will be contacted when requirements for products and services arise. Firms that are invited to bid on a NAMSA tender will be sent the necessary information and forms. The fact that an offer is submitted implies acceptance by the offeror of the terms and conditions of the request for proposal.

It should be noted that the majority of contracts that NAMSA develops and administers are directly related to the 30 weapons systems NAMSA supports. U.S. firms that have participated as prime or subcontractors in the development and/or production of the weapons systems have the best chance of contract selection. The following is a list of items and services that NAMSA *does not* require at the present time.

- General purpose tools and other workshop equipment machinery (agricultural, woodworking). Railroad equipment.
- Quartermaster type equipment (food, clothing, furniture, etc.) Pharmaceutical and petroleum products.

The NAMSA Procurement Process

The cornerstone principle of NAMSA procurement is the ICB, as applied in other NATO contracts. However, NAMSA makes some exceptions to this rule for industries of member nations that are not fully represented in relation to their government's NATO contributions. Categories have been established to rate member nation's industries. Well-placed industries in the U.S. are well represented in the selection of contractors. NAMSA procurement is normally made on a competitive basis (usually fixed price contracts) with the award to the firm submitting the most acceptable proposal to meet requirements.

When special requirements arise, variations of fixed price contracts may be utilized (i.e., price not to exceed). When frequent demands are expected for certain items or services and the number of sources is limited, a call type or open-end type contract may be negotiated with the supplier, allowing NAMSA to call items or services as the need arises with a predetermined pricing formula.

Further information on subscribing to NAMSA tender publications can be obtained by contacting the NAMSA Liaison Officer in the U.S. or the U.S. Representative to NAMSA in Europe (see ADDRESSES) NAMSA ICB tenders are notified to the U.S. Embassy in Brussels which, in turn, notifies them to the U.S. Department of Commerce in the same manner as the NSIP RFPS. In these cases, U.S. companies must follow the procedures outlined previously for certification and nomination. As with other NATO programs, doing business with NAMSA may lead to other trade opportunities in the defense and/or commercial sector in Europe.

NATO Consultation, Command and Control Agency (NC3A)

The NC3A was established on 1 July 1996 as a key component of the amalgamation of the former SHAPE Technical Center, the NATO Communications and Information Systems Agency (NACISA).

Mission:

- a. Perform central planning, systems integration, design, systems engineering, technical support and configuration control for NATO C3 systems and installations.
- b. Provide scientific and technical advice and support to the MNCs and other customers on matters pertaining to operations research, surveillance, air command and control including theater missile defense, electronic warfare and airborne early warning and control, and communications and information systems, including technical support for exercises and for unforeseen operations assigned to the NATO Military Authorities (NMAs) by the North Atlantic Council (NAC)/Defense Planning Committee (DPC).
- c. Perform technical policy and standardization work in support of the Board and its substructure towards the development and maintenance of the NATO Interoperability Framework (NIF).
- d. Procure and implement C3 projects as directed.

NC3A activities are executed within three business segments: scientific and technical support, planning and policy development, and system acquisition support.

The Agency's business documentation is based upon this breakdown, and a Five Year Rolling Plan and an Annual Program of Work(POW)consists of projects within each of these three segments.

Organizational Structure:

The Organization of the NC3A consists of a directorate and executive staff, six divisions, two field offices, a financial management office and two services groups as follows:

- Directorate
- Executive Staff
- Field Offices
- Operations Research Division
- Air Command, Control & Sensors Division
- Communications Systems Division
- Information Systems Division
- Plans & Policy Division
- Acquisition Division
- Financial Management Office
- Administrative Services Group
- Technical Services Group

The NC3A Procurement Process

As with NSIP projects, NC3A tenders are forwarded to the Commerce Department's Foreign Commercial Service office in Brussels and sent to Washington, D.C. for integration into the Commerce Business Daily (CBD). U.S. firms interested in competing for NC3A procurements must be certified in order to be considered eligible bidders. For more information on NC3A procurements and contracting processes, contact NC3A in Brussels or access the agency's web site. (see ADDRESSES)

NC3A also procures products and services through basic ordering agreements (BOAs). For more information on BOAs and firms that want to get on the list of firms with BOAs, contact NC3A. (See ADDRESSES)

Additional NATO Agencies

In addition to the agencies described in this section, several NATO agencies procure a wide variety of equipment and services which may provide trade opportunities for U.S. firms. The organizations listed below also forward procurement announcement and tenders through the U.S. Mission to NATO and the Commercial Service in Brussels and U.S. firms are encouraged to contact them for additional information.

NATO Early Warning and Control Program Agency (NAPMA)
Akkerstraat 7
6445 CL Brunssum
The Netherlands
Contract Officer: Mr. A. Egas
Phone: 31-45-5262744

NATO Air Command Management Agency (NACMA)

Rue de Geneve 8
B-1140 Brussels
Belgium

These agencies announce procurements via the U.S. Embassy in Brussels. To participate, U.S. firms must be certified and nominated via the U.S. Department of Commerce using the procedures outlined previously. U.S. Government points of contact for information concerning NATO programs are listed below.

U.S. Embassy Brussels
27 Boulevard du Regent
B-1000 Brussels
Belgium

or

APO FCS/EMB
PSC 82 Box 002
APO AE 09724
Phone: -32-2-513-3830
Fax: -32-2-512-6653

U.S. Mission to NATO
PSC 81/Box 67
APO AE 09724
Phone: 011-32-2-726-4580 (ext 3157)
Fax: 011-32-2-726-5796
web site: www.nato.int/usa/homepage.htm

ADDRESSES

Copies of specific individual NATO project announcements may be requested from the U.S. Department of Commerce,
Office of Telecommunications, Room 4327
14th & Constitution Ave., NW
Washington D.C. 20230-0002
ATTN: NATO Projects Officer
Phone: 202-482-1512
Fax: 202-482-5834

U.S. Mission to NATO
PSC 81
APO AE 09724
Phone: 011-32-2-726-4580, ext.3158
Fax: 011-32-2-726-5796
Contact:
Shun Ling

U.S. Representative
Infrastructure Committee

NATO Supply Center
(ATTN. PP)
B.P. 13 CAP
Camp de Capellen
Grande-Duche de Luxembourg
Phone: 011-352-308585-557
Fax: 011-352-308721

NAMSA Liaison Officer
ODUSD International Programs
Room 2B329
The Pentagon
Washington, D.C. 20301-3070
Phone: 703-614-3819, ext. 17
Fax: 703-695-5343

U.S. Representative to NAMSA
NAMSA
L-8302 Capellen
Luxembourg
APO AE 09715
Phone: 011-352-3063-6293
Fax: 011-352-305-644

DOD SSP
Special Assistance Desk
700 Robbins Avenue Building 4D
Philadelphia, PA 19111-5094
Phone: 215-697-2667/2179

U.S. Government Bookstore (GPO)
1510 H Street, N.W.
Washington, D.C. 20005
Phone: 202-653-5075

NATO C3 Agency
Rue de Geneve 8
B-1140 Brussels
Belgium
Phone: 011-32-2-707-8284
Fax: 011-32-2-707-8770 or 8271
Chief Contracting Officer: Mr. Tom Herway

website: www.nc3a.nato.int

Commercial Service
American Embassy
27 Boulevard du Regent
B-1000 Brussels, Belgium
Phone: 011-32-2-508-2111
Fax: 011-32-2-512-6653
Commercial Specialist: Mr. Danny Duman

For Basic Ordering Agreements:
Mr. Jim Wager
Tel.: 011-3202-707-8322
Fax: 011-32-2-707-8271