NORTH ATLANTIC TREATY ORGANIZATION

International Board of Auditors for NATO

REPORT ON THE AUDIT OF THE NATO SECURITY INVESTMENT PROGRAMME FOR THE YEAR 2006

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INTERNATIONAL BOARD OF AUDITORS FOR NATO

REPORT ON THE AUDIT OF THE

NATO SECURITY INVESTMENT PROGRAMME

FOR THE YEAR 2006

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SUMMARY

The International Board of Auditors for NATO (Board) audits and certifies each project for which NATO Security Investment Programme (NSIP) expenditure is charged to NATO. The Board's main objectives are to ensure that expenditure is within financial and technical authorisations, and carried out according to NSIP rules and procedures.

In accordance with Article 17 of its Charter, the Board prepared this report to Council summarising the results of the audit of NSIP expenditure for the year 2006. A separate report to Council on the Board's annual activities was issued on 23 April 2007 (para.1.4).

The Board continued implementing its Strategic Plan for 2005 to 2009. It achieved all the three targets for NSIP audits set in its Annual Performance Plan for 2006 (para. 3.3/3.4).

In 2006 the Board's audit resulted in adjustments totalling EUR 18 million, of which more than EUR 10 million were net in favour of NATO. Over the past 10 years the Board has returned more than EUR 140 million net to NATO (para. 5.4/5.5). The Board audited 250 projects presented for audit in 2006, totalling more than EUR 600 million in value. The total value of the 630 Certificates of Final Financial Acceptance (COFFAs) issued in 2006 was about EUR 660 million (para. 6.1/6.2). The percentage of unaudited cumulative expenditure is 18% on average for all nations, compared to 40% fifteen years ago (para. 7.3).

Nations, the Security Investment Directorate – now: NATO Office of Resources (NOR) and the Board continued implementing an Infrastructure Committee (IC) agreement on the accelerated closure of almost 400 projects in Slices 21 to 45. The NOR and the Board made a joint proposal to the IC to enhance the accelerated closure (section 8).

The Board recommends that:

- the IC follow up on procedures to monitor completion of the works (para.9.3);
- the IC consider using the template at Appendix 8 for future projects as a tool for the NOR in monitoring the milestones up to the issue of a COFFA (para. 9.4);
- the IC provide an incentive for nations to present projects within the agreed milestone periods for JFAI and final audit, thereby improving accountability in the NSIP (para.9.6);

1. INTRODUCTION

1.1 The International Board of Auditors for NATO (Board) is an independent body composed of six Members appointed by the North Atlantic Council (Council) from among candidates nominated by member countries. According to Article 3 of the Board's Charter, its Members are responsible for their work only to Council and shall neither seek nor receive instructions from authorities other than the Council. In 2006 the Board had a Principal Auditor, two Senior Auditors, 18 Auditors, and 8 Administrative Staff assisting the Board in its work.

1.2 The primary function of the Board is to enable Council and, through its Permanent Representatives, the Governments of member Countries, to satisfy themselves that common funds have been properly used for the settlement of authorised expenditure.

1.3 This report was prepared in compliance with Article 17 of the Charter of the Board. It summarises the result of the audit of NATO Security Investment Programme (NSIP) expenditure for the year 2006.

1.4 Besides NSIP expenditure, the Board audits the financial statements of NATO bodies, including military commands. The Board also audits the efficiency and effectiveness of NATO operations and activities. A separate report on the Board's annual activities was issued under reference IBA-M(2007)1, dated 23 April 2007.

2. NATO SECURITY INVESTMENT PROGRAMME

2.1 The NATO Security Investment Programme was set up in 1951 to build facilities to meet NATO military requirements, e.g. airfields, pipelines, missile sites, naval bases, warning installations and communication systems. The nations share the cost of the programme based on an agreed percentage for each participating nation. Until the end of 1993, Infrastructure project funding was authorised in annual "Slices" and individual projects. In 1994, a Capability Package (CP) approach was started to better link individual projects to specific military requirements. Projects continue to be programmed within the CP approach and audited individually.

2.2 The nation/agency where a project is to be implemented is normally responsible for planning and executing the project. Before implementation, NATO must screen a project and present it to the Infrastructure Committee (IC) for authorisation of the technical scope and funding. The IC oversees the implementation of the programme on behalf of Council.

2.3 Every half year, the nations/agencies claim payments based on anticipated expenditure for their projects. Actual expenditure for the preceding half-year is also reported. NATO has been using the EURO as its currency unit since 1st January 2003.

2.4 NATO technical teams inspect projects once they are completed. A team's inspection report is the basis of NATO acceptance of a project into its inventory. As a general rule, the Board does not perform an audit before the technical inspection and acceptance (JFAI) has been finalised.

2.5 In 2006, the Board audited the 2003 and 2004 NSIP Financial Statements and, for the first time, issued audit opinions on these statements. The Board's audit reports on these statements include a scope limitation. The scope limitation occurs only because the Board cannot finally audit expenditure on NSIP projects until projects are technically inspected and financially completed. Consequently, there is an unavoidable time lag between the audit of the financial statements that are based upon current expenditure for the projects, and the final audit determinations as to what constitutes eligible project expenditure. Although the audit assurance arrives at two very different times, the Board is satisfied that the combined effect of the two audit processes will be comprehensive.

3. OBJECTIVES OF NSIP AUDITS

3.1 Under Article 16 of its Charter, the Board is responsible for verifying that common NSIP expenditure has been incurred:

- within the framework of relevant national legislation and regulations;
- in compliance with Council decisions approving Infrastructure projects
- and in accordance with the terms of the contracts for their implementation;
- in compliance with rules of international competitive bidding where these apply;
- as economically as possible; and
- without the charging to common funds of works in excess of those authorised by the competent committees.

3.2 The Board is required to check whether all payments for which reimbursement is claimed have actually been invoiced and paid and to identify any item that is ineligible for NATO funding. The audit results in a Certificate of Final Financial Acceptance (COFFA) which certifies for each project audited the final amount charged to NATO common funds (CM(53)71).

3.3 The Board continued to implement its Strategic Plan for 2005 to 2009. One of the four goals is to improve accountability in the NSIP. In its Annual Performance Plan, the Board developed measures of success and set targets for 2006. One target was to reduce by 40 the 400 audited projects still open. 60 projects could be closed in 2006. Another target was to reduce the percentage of the uncertified portion for nations. This was reduced to 15%.

3.4 The amount to be audited in 2006 was targeted at EUR 550 million, EUR 350 million in nations and another EUR 200 million in agencies. The Board audited more than EUR 600 million and thus achieved its target. EUR 413 million was audited in nations and EUR 201 million in agencies.

4. CONDUCT OF NSIP AUDITS

4.1 The Board usually audits projects in the responsible nation which prepares the required project documents for audit. It only audits projects which are fully expended and formally accepted by the IC. The number and amounts audited annually mainly depend on the number of auditable projects available and presented for audit by nations.

4.2 An audit either results in a COFFA or a letter of observation to the nation on each project. The letter sets out the amounts established by audit and the steps, if any, that the nation needs to take before the Board can certify the expenditure for the audited project. Projects for which a letter of observation has been sent remain open until a COFFA can be issued.

4.3 The letter also explains any agreed or proposed adjustments against the amount claimed by that nation (Section 5). Most of the adjustments are already agreed during the field audit between the nation’s representatives and the audit team.

4.4 In NATO agencies acting as a Host Nation, the Board is able to use a different audit approach. The audit team responsible for the annual financial statement audit of an agency also audits the NSIP expenditure, placing reliance as appropriate on the internal control environment. In a NATO budget-funded agency there is low risk of unauthorised cost-overruns, excess works and national cost-shares. This allows checking the documentation on a sampling basis, whereas in nations, in principle, every invoice needs to be checked.

4.5 In addition, there is low risk in performing an audit prior to the completion of projects and prior to the approval of a JFAI document, in NATO agencies. Of course, when the JFAI document is approved, the Board reviews this document before it issues a COFFA.

4.6 **Appendix 2** provides an overview of the accumulated amounts authorised, spent, audited and certified since the beginning of the NSIP programme.

5. ADJUSTMENTS TO CLAIMED EXPENDITURE

5.1 When auditing NSIP projects the Board checks on a number of items. All these checks can lead to adjustments, both in favour of nations and NATO. There are 2 types of savings that can be realised from the Board’s audits.

5.2 First, audit adjustments are financial adjustments arising from the audit of the cost statements presented by the nations. The adjustments result from such things as mathematical errors, currency conversion errors, excess works and missing invoices. These audit adjustments can be savings in favour of the nation or savings for NATO.

5.3 The second type of savings arise from financial report adjustments. Nations can claim advances against authorised funds in the Semi-annual Financial Report (SAFR). Ideally, expenditure claimed in the SAFR should match the expenditure in the local accounts. However, this is not always the case in practice because nations sometimes over-report or under-report the cost of the project. At the end of the audit of each project, the Board reconciles the audit result with the amount reported in the SAFR. These adjustments correct any overcharge or undercharge by the nation in the SAFR, and are reported as savings either to NATO or to the nation.

5.4 In 2006 the Board's audits resulted in adjustments totalling almost EUR 18 million of which more than EUR 14 million were in favour of NATO and almost EUR 4 million in favour of nations. The total net adjustments in favour of NATO were more than EUR 10 million.

5.5 Over the past 10 years the Board made total adjustments of more than EUR 260 million

of which	EUR 203 million are in favour of NATO
	<u>EUR 59 million are in favour of nations</u>
Net	EUR 144 million are in favour of NATO

5.6 The adjustments reflect only the quantifiable benefits. The general qualitative improvements in controls over expenditure cannot be quantified, but are an important outcome of the audit process. Finally, it should be noted that the Board does not conduct an audit when projects are converted into lump sums. It thereby does not realise any savings.

6. AUDIT RESULTS

6.1 In 2006, the Board used 2.5 staff-years for NSIP audits, compared to 2.3 years in 2005. It conducted 34 audit missions in 15 NATO nations and 4 agencies acting as a Host Nation. These audits covered about 250 projects totalling EUR 614 million in value, compared to EUR 550 million in 2005. It should be noted that the Board can only audit expenditure that is presented for audit by nations.

6.2 The Board issued about 630 COFFAs in 2006 with a total value of EUR 660 million, compared to 280 COFFAs for EUR 720 million in 2005. The percentage of the uncertified portion of audited expenditure in nations was reduced to 15%, compared to 17% in 2005.

6.3 Projects remain open for reasons beyond the Board's control, i.e. expenditure not presented for audit, lack of technical inspection, need for additional authorisations, and outstanding audit observations.

6.4 **Appendix 3** shows the expenditure reported, audited and certified as of 31 December 2006, by nation and agency.

7. STATUS OF AUDITED EXPENDITURE

7.1 The Board's major objective has always been to reduce the amount of unaudited expenditure. The status at the end of 2005 and 2006 was as follows (Billions of Euros):

	2006	2005
Cumulative expenditure claimed	28.0	27.4
Cumulative expenditure audited	23.0	22.4
Cumulative unaudited Expenditure	5.0	5.0
Percent of claimed expenditure audited	82%	82%
Percent of claimed expenditure unaudited	18%	18%

7.2 The cumulative unaudited expenditure of about EUR 5 billion does not equate to "auditable" expenditure. The Board normally audits projects when they are completed and NATO has technically inspected them. Therefore, projects that are not yet inspected are not available for audit

7.3 The member nations that have joined NATO since 1999 and Spain that joined the Programme in 1995 have less than 50% of audited expenditure because of recent projects under implementation (**Appendix 3**). Over the last 15 years, the percentage of unaudited expenditure has been reduced from 40% to 18% (see **Appendix 4**). An Audit/Expenditure Profile from 1990 to 2010 is presented under **Appendix 5.**

8. ACCELERATED CLOSURE OF PROJECTS IN SLICES 21 TO 45

8.1 Currently almost 900 completed projects, authorised between 1970 and 1994, are still not technically inspected and/or not presented for audit or not closed for other reasons, such as outstanding audit observations. The value of these projects is over EUR 4.5 billion.

8.2 In the end of 2004, the IC agreed on an accelerated closure for projects with a value less than EUR 0.5 million, authorised between 1970 and 1994, awaiting a technical inspection. About the same number of projects (380) was identified as deleted and ready for closure after the authorisation of cancellation fees to the nations. The Board raised concern about the slow process in 2005 to the IC. However, all participants in the accelerated closure process have gained some understanding of the process and the speed has considerably increased. More than 300 projects were closed this way in 2006. Still, 380 projects with a total value of almost EUR 60 million remain open.

8.3 In 2006, the Board assigned 4 Board Members to monitor progress in the 4 nations with the largest backlog of non-technically-inspected and non-audited projects. The aim is to build a relationship with nations' representatives, this way to explore the reasons for the backlogs and to agree on solutions to reduce them.

8.4 In February 2007, the International NSIP Staff and the Board made a joint proposal to the IC to enhance the accelerated closure procedure. Currently, projects up to a ceiling of EUR 0.5 million are subject to a simplified technical inspection and are authorised as a lump sum with no audit required. It is now proposed to increase the ceiling to EUR 2 million without materially increasing the audit risk. Increasing the ceiling from EUR 2 to 10 million would materially increase the risk and reduce the potential savings resulting from audit. Therefore, the Board recommended to the IC a "payback" of 1.8% of the expended amounts before they are converted into lump sums and certified. The 1.8% was calculated from statistical analysis of audit savings data for the years 2002 to 2004 in all nations. The proposal is under discussion in the IC.

8.5 When the Board agreed to the accelerated closure of the old NSIP programme, it waived its usual audit procedures, thereby limiting the scope of its audit universe. This was done after a careful risk assessment and under the clear condition that this approach was an exception made under special circumstances. It was seen as a one-off expedient to clear the Old NSIP Programme with projects up to 1994, to free resources for the new programme and for coming challenges. For projects in the New Programme from 1994 onwards, the usual technical inspection and audit procedures will apply***.*** The Director, NOR assured the IC and the Board that his staff will keep up with the requests for technical inspections submitted by nations for the New Programme. This commitment can, however only be held to after a reasonable accelerated closure of the Old Programme. Otherwise a situation similar to the one in the Old Programme may arise for the New Programme.

9. ACCOUNTABILITY IN THE NSIP (FOLLOW-UP)

9.1 Over the past 50 years, the Board has repeatedly raised its main concerns, which are still relevant:

- The Board audits solely by invitation of the nations;
- Nations can claim funds in advance for 100% of the estimated project expenditure plus contingencies, on the basis of expenditure reported by them;
- Such claimed amounts stand until adjusted by audit;
- More audit adjustments are in favour of NATO than of nations.

Nations have no financial incentive to offer reported expenditure for early audit, except in cases of cost overruns. Furthermore, currently no sanctions exist that would discourage late presentation for JFAI and for audit. Given the fact that after final audit nations reimburse funds to NATO (para. 5.5), there is rather a financial disincentive for proper accountability. As a result, projects with an authorisation dating back to 1970 remain uninspected and unaudited.

9.2 In previous reports, the Board presented a breakdown of projects awaiting JFAI and an audit. At the same time it recommended that the NOR periodically provide this information to the nations. This year, the NOR provided update information on both the Old and the New Programme (NOR(DIR)(2007)0013 refers). The information in **Appendices 6 and 7** provides a breakdown by nations of all projects:

- Technically completed**,** awaiting a JFAI request;
- With a JFAI requested awaiting JFAI publication;
- With a JFAI published, awaiting formal acceptance;
- With a JFAI accepted, thus ready for audit, and
- With a partial or final audit, awaiting action by nations or the NOR (Section 13).

The total number of open projects is about 500 with a value of more than EUR 4.5 billion in the Old Programme and almost 900 with a value of more than EUR 1.6 billion in the New Programme. There is a shared responsibility for nations and the NOR for solving these issues.

9.3 The Board notes that the information provided by the NOR is the best estimate available based on the information in the computer system. This applies in particular for information on whether projects have been technically completed. In its report for the year 2004 (C-M(2005)55), the Board noted that nations are not required to notify the NOR of the completion date, which starts a 6 months period for requesting a JFAI. In its report to Council, the IC invited the NOR to review current procedures to monitor completion of the works (ANNEX 1; C-M(2005)0078-ADD1). The Board is not aware of any such review and recommends to follow-up on this issue.

9.4 In previous reports the Board recommended that essential milestones for accountability be built into the existing milestone system at an early stage of each project's life cycle. This would create more awareness with nations from the start of each project that it has eventually to be presented for JFAI and for an audit. Furthermore, the information from the system would enable the NOR and the Board to predict requests for JFAIs and audits earlier than at present. Resources needed for performing JFAIs and audits could be planned more efficiently and effectively. The Board has made use of a template Project Implementation Table created by one of the 10 nations which have joined NATO since 1999 **(see Appendix 8).** Nine of the 10 nations have already presented this table to the Board, including forecasts for audits up to 2013. The Board recommends using this template for future projects in all nations. It could serve the NOR as a tool in monitoring the milestones up to the issue of a COFFA.

9.5 In its 2003 report, the Board suggested that in the future, part of the authorised funds could be withheld until a project has been subject to JFAI and final audit. This was to take into account that part of the advance funds would be returned to NATO as a result of final audits. In its report to Council, the IC recognised the right of nations to receive the full amount of eligible expenditures (ANNEX 1; C-M(2004)0073-ADD1).

9.6 The IC at the same time noted that the Board's recommendation would be a matter for the IC to discuss and take a decision as required (AC/4-DS(2004)0031; para. 1.2.1.4). Therefore, the Board recommends that the IC discuss this issue. The aim should be to provide an incentive for nations to present projects within the agreed milestone periods for JFAI and final audit and this way to improve accountability in the NSIP.

10. REVIEW OF BOARD AUDIT PRACTICES

Following its review of agency audit practices conducted in 2003 and 2004, the Board carried out an internal review of its NSIP audit practices in 2006. An internal working group has completed its report and its conclusions and recommendations have been discussed by the Board. A Board's position to the report has been agreed. The main areas of the report were:

- Best Practices for NSIP Audits at Agencies and Commands
- Sampling of Invoices
- Planning and Scheduling of Audit Missions

The Board will summarise the results in its report for the year 2007.

The Board has, furthermore, agreed to look at the management and results of the NSIP in a performance audit.

11. Co-operation with Nations

The Board held workshops in five of the seven member nations which joined NATO in 2004 in preparation of their first audits. In fact, two nations were able to present already 5 completed and accepted projects for audit during the workshops, all resulting in COFFAs.

12. THE BOARD'S AXING AUTHORITY

Council established the Board's axing authority in 1979 (C-M(79)52). Under the axing authority, the Board's audit observations are considered accepted by the nation after one year has elapsed without a substantive response, or at least an explanation as to why an answer cannot be given within that year. Axing a project has significant consequences for nations. Axed expenditure will no longer be eligible for NATO funding. This directly impacts on the expenditure the nation can claim for reimbursement by the other NATO nations and on the contributions it has to pay or receive. In 2006 the Board did not need to issue any axing COFFA.

13. ANNUAL REVIEW OF OPEN FILES

13.1 Every January, the Board performs a review of all open files of audited projects with the aim of issuing a COFFA wherever possible. The Board sent a letter to 12 nations listing all open projects, grouped into categories of actions to be taken before a COFFA can be issued. The Board also sent a follow up letter to the NOR listing all projects for which action is with them. The letters cover more than 260 actions to be taken. About 150 actions need to be taken by the 12 nations and about 110 by the NOR. No action is outstanding for the Board. A breakdown of actions needed by nations and by categories is given below.

Actions to be taken by Nations

Belgium	1	Norway	28
Canada	2	Poland	2
Denmark	5	Portugal	2
Germany	25	Turkey	19
Greece	7	United Kingdom	13
Italy	42	United States	7

Reasons preventing issue of a COFFA (Action with Nations)

50 %	Not presented for Final Audit
16 %	JFAI to be requested
13 %	Additional Authorisation to be requested
9 %	Unsettled Legal Disputes
2 %	Open Audit Observations
10 %	Others
100 %	

Reasons preventing issue of a COFFA (Action for the NOR)

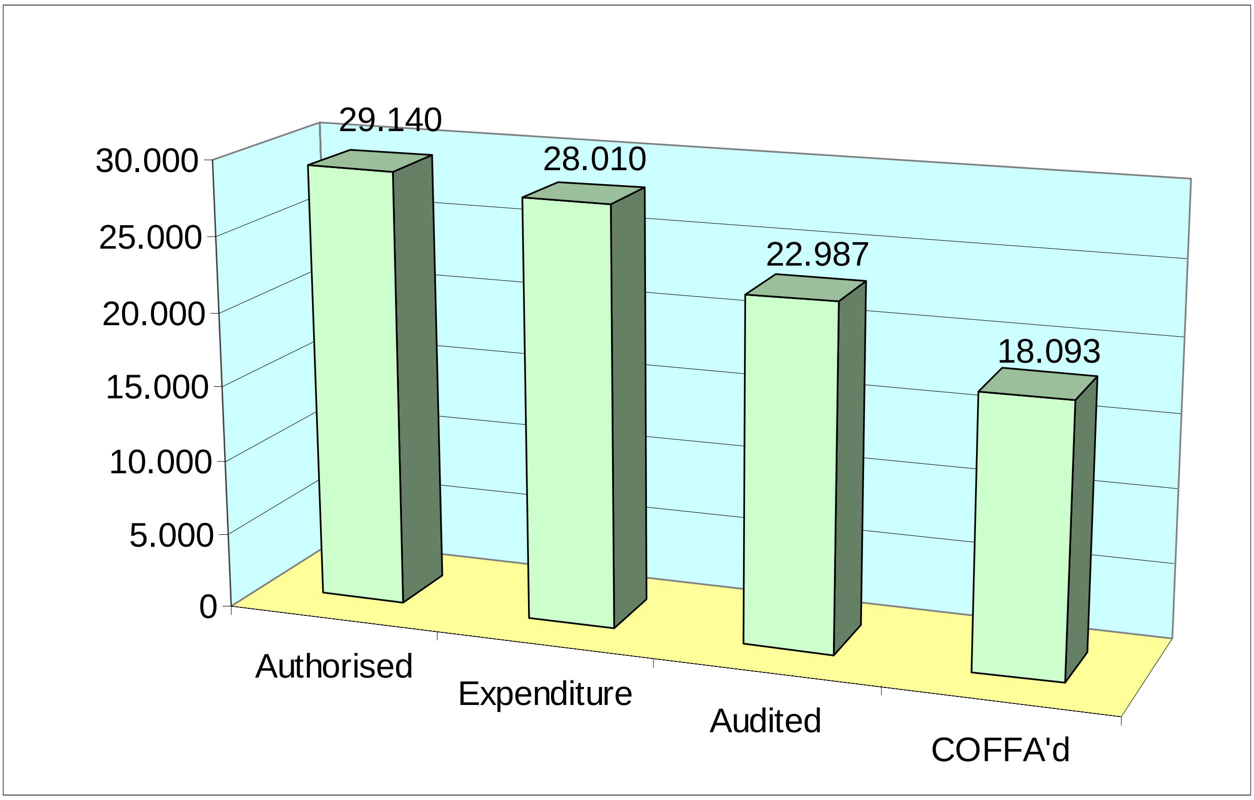
56 %	JFAI to be finalised
44 %	Requests for Additional Authorisation to be processed
100 %	

13.2 As can be seen from the above information, the bulk of open files are awaiting JFAI and final audit. Here the Board cannot apply its axing authority. However, in the future the follow up effort for these categories of open files will disappear when the Board consistently applies its policy – as accepted by nations – to audit only after JFAI finalisation and only complete projects. Furthermore, the Board, in its reports for the years 2000 and 2002, referred to the basic rule of budget control over NSIP projects to request additional funds for cost overruns before making a commitment. If this principle is applied, cost overruns will become apparent before the audit stage, thus not delaying the issue of a COFFA.

LIST OF ABBREVIATIONS

Board	International Board of Auditors for NATO
CEPMA	Central European Pipeline Management Agency
COFFA	Certificate of Final Financial Acceptance
Council	North Atlantic Council
CP	Capability Package
EUR	EURO
HQ	Headquarters
IC	Infrastructure Committee
JFAI	Joint Final Acceptance Inspection
MOU	Memorandum of Understanding
NACMA	NATO ACCS Management Agency
NADGEMO	NATO Air Defence Ground Environment Management Organization
NAMSA	NATO Maintenance and Supply Agency
NC3A	NATO Consultation, Command and Control Agency
NOR	NATO Office of Resources
NSIP	NATO Security Investment Programme
SACLANT	Supreme Allied Commander Atlantic
SAFR	Semi-annual Financial Report
SHAPE	Supreme Headquarters of the Allied Powers in Europe
UK	United Kingdom
USA	United States of America

Cumulative Amounts Authorised, Spent, Audited and Certified Since the Beginning of the NSIP Programme as at 31.12.2006



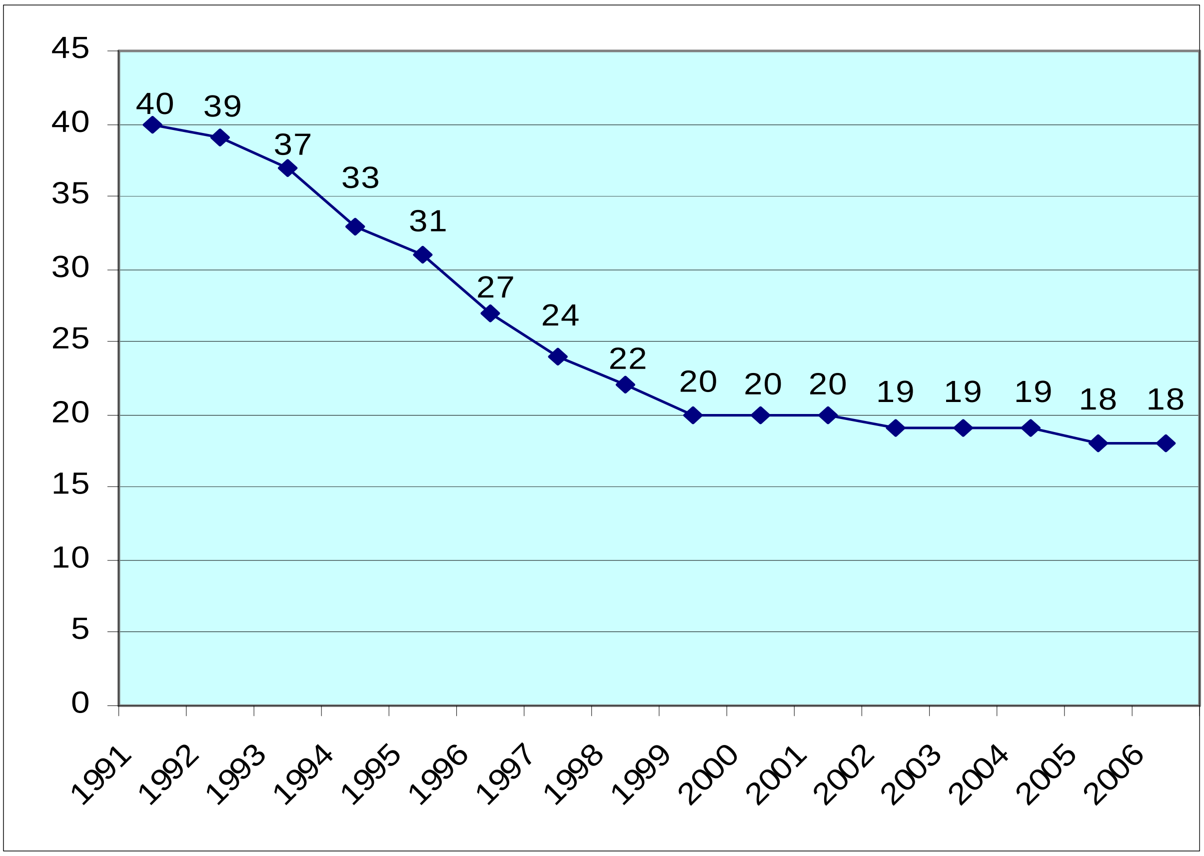
(Millions of EURO)

Percentage of Reported Expenditure Audited and Audited Expenditure Certified (Cumulative as of 31 December 2006)

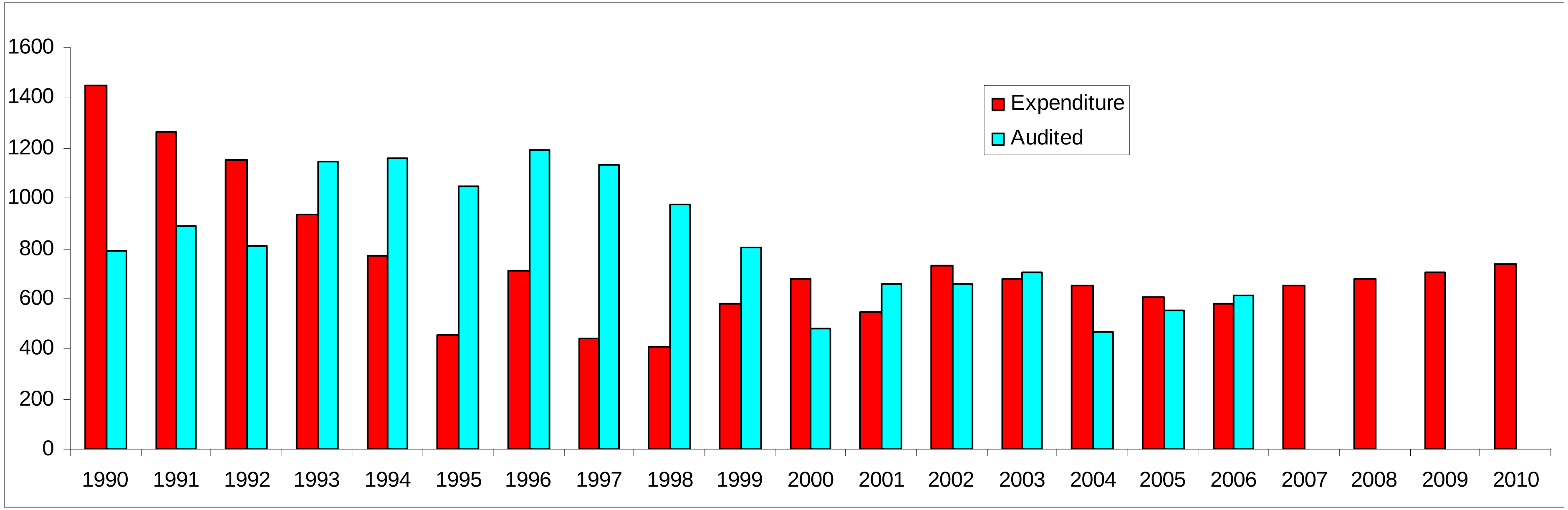
	Reported Expenditure (€ millions)	Audited Expenditure (€ millions)	Reported Expenditure Audited %	Audited Expenditure Certified (€ millions)	Audited Expenditure Certified %
Belgium	742	589	79	551	94
Canada	80	79	99	79	100
Czech Republic (1)	58	8	14	3	35
Denmark	720	649	90	602	93
France	1,000	934	93	934	100
Germany	5,538	4,729	85	4,219	89
Greece	1,716	1,011	59	814	80
Hungary (1)	102	2	2	2	100
Italy	1,999	1,414	71	1,158	82
Lithuania (1)	24	9	38	9	94
Luxembourg	59	59	100	59	100
Netherlands	859	808	94	752	93
Norway	2,035	1,753	86	1,325	76
Poland (1)	148	13	9	13	96
Portugal	559	409	73	315	77
Romania (1)	1	1	100	1	100
Slovakia (1)	1	0	NA	0	NA
Slovenia (1)	1	0	NA	0	NA
Spain (1)	107	20	19	16	82
Turkey	4,388	3,636	83	3,147	87
United Kingdom	2,484	2,127	86	1,645	77
USA/Iceland	1,203	844	70	538	64
Total Nations	**23,824**	**19,095**	**80**	**16,182**	**85**
CEPMA	148	141	95	107	76
NC3A	2,292	2,129	93	1,029	48
NACMA	632	594	94	92	15
NAMSA	169	129	76	112	87
SHAPE	901	887	98	569	64
SACLANT	11	11	100	1	7
Total Agencies (2)	**4,153**	**(3) 3,891**	**(3) 94**	**1,910**	**49**
TOTALS	**27,977**	**22,986**	**82**	**18,092**	**79**

(1) See Paragraph 7.3
(2) NADGEMO projects are finalised and were deleted from the table
(3) Audited annually

Percentage of Reported Expenditure Unaudited
1991 to 2006



Audit / Expenditure Profile from 1990 to 2010 in Million EURO



Breakdown of Projects Completed, Awaiting JFAI Request, Inspected and Partly Audited
(Before 1994 and Greater than EUR 500,000)
As at 7th May 2007

	Completed Projects	Value EUR	JFAI Requested	Value EUR	JFAI Published	Value EUR	JFAI Accepted	Value EUR	Audited Await COFFA	Value EUR
Belgium	14	81.6					1	8.8	1	0.5
Canada									1	0.7
Czech Republic										
Denmark	2	17.1			2	4.4	4	9.8	3	8.6
France							2	25.0		
Germany	11	145.3	6	94.2	1	1.2	9	168.7	33	298.0
Greece	41	228.6	7	63.0	5	32.6	20	134.4	17	176.6
Hungary										
Italy	20	114.8	46	248.1	2	9.5	10	26.7	43	252.7
Lithuania										
Luxembourg										
Netherlands	1	1.8	3	2.8			3	7.0		
Norway	17	165.6	9	111.1	4	4.5	19	262.5	1	21.4
Poland										
Portugal			2	212.0						
Romania										
Slovakia										
Slovenia										
Spain										
Turkey	21	172.9	15	172.9	1	4.0	11	70.7	25	228.3
United Kingdom	11	405.3	3	16.1			24	71.7	9	75.7
USA/Iceland	7	29.1	2	11.0	4	18.4	6	50.6	3	300.0
TOTAL	**145**	**1,362.1**	**93**	**931.2**	**19**	**74.6**	**109**	**835.9**	**136**	**1,362.5**

Breakdown of Projects Completed, Awaiting JFAI Request, Inspected and Partly Audited (After 1994) As at 7th May 2007

	Completed Projects	Value EUR	JFAI Requested	Value EUR	JFAI Published	Value EUR	JFAI Accepted	Value EUR	Audited Await COFFA	Value EUR
Belgium	4	12.1	3	7.3	6	12.4	4	0.8		
Canada	1	0.5					1	0.2		
Czech Republic	14	18.2	1	2.4			1	1.2	2	3.9
Denmark	5	4.3	8	21.8			4	8.1	2	0.3
France	1	11.4	1	1.1			4	11.5		
Germany	93	152.5	56	106.2	2	5.2	48	44.4	12	12.8
Greece	76	47.7	6	3.3			13	14.5		
Hungary	10	21.9	1	10.6			1	0.1		
Italy	65	55.4	24	25.7	1	11.2	1	1.8		
Lithuania	1	0.1			3	14.9				
Luxembourg										
Netherlands	7	4.2	5	2.6	2	4.1	32	13.8	1	0.8
Norway	5	6.4	12	13.7	1	0.1	4	17.0	6	4.7
Poland	21	32.1	8	16.5			10	3.8	1	0.3
Portugal	6	1.6	10	3.8	1	0.8	17	9.2	1	0.1
Romania										
Slovakia										
Slovenia										
Spain	6	5.8	2	4.4					1	6.0
Turkey	52	80.9	42	163.2	8	10.9	66	94.3	5	137.3
United Kingdom	14	19.4	4	8.1	5	6.5	27	123.8	4	6.1
USA/Iceland	6	32.9	16	121.6			3	8.6	2	1.3
TOTAL	**387**	**507.4**	**199**	**512.3**	**29**	**66.1**	**236**	**353.1**	**37**	**173.6**

Implementation Plan – NSIP
As of 31 December 2006

Capabi-lity Package	Serial No	Project Title	Location	2006				2007				2008				2009				2010				2011				2012				2013			
				I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
XA00YY	2008.3AF.AAA	(e.g.) Extend and modify runway	(e.g.) A-Town			**EDAR**			**AUT**	**EDS**							**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**										
	2008.3AF.BBB						**EDAR**			**AUT**						**EDS**						**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**					
	2008.3AF.CCC							**EDAR**	**AUT**			**EDS**					**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**										
	2008.3AF.DDD					**EDAR**			**AUT**	**EDS**					**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**												
	2008.3AF.EEE						**EDAR**		**AUT**		**EDS**						**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**										
	2008.3AF.FFF							**EDAR**	**AUT**			**EDS**						**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**									
	2008.3AF.GGG								**EDAR**			**AUT**				**EDS**				**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**							
	2008.3AF.HHH										**EDAR**			**AUT**							**EDS**				**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**		
	2008.3AF.JJJ										**EDAR**			**AUT**							**EDS**					**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**	
	2008.3AF.KKK										**EDAR**						**AUT**				**EDS**				**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**		
	2008.3AF.LLL										**EDAR**				**AUT**						**EDS**				**EDC**		**JFR**		**JFI**		**JFA**		**AUDIT**		

EDAR Date of funds authorisation request
AUT Authorisation of funds by IC
EDS Start of implementation
EDC Completion of works
JFR JFAI Request
JFI JFAI
JFA Formal Acceptance
AUDIT Final Audit