

30 October 2009

**INTERNATIONAL BOARD OF AUDITORS FOR NATO**

**REPORT ON THE AUDIT OF THE  
NATO SECURITY INVESTMENT PROGRAMME  
FOR THE YEAR 2008**

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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 2008. A separate report to Council on the Board's annual activities was issued on 30 April 2009 (para.1.4).

The Board continued implementing its Strategic Plan for 2005 to 2009. It achieved the objectives for NSIP audit defined in its Annual Performance Plan for 2008 (para. 3.3 to 3.5).

The Board's 2008 audit resulted in net adjustments totalling EUR 14.4 million in favour of the NSIP (para 5.4). The Board audited expenditure, totalling more than EUR 825 million. The total value of the 597 Certificates of Final Financial Acceptance (COFFAs) issued in 2008 amounted to EUR 948 million (para. 6.1 and 6.2). At end 2008, the unaudited expenditure amounted to 16 % of total reported expenditure (para. 6.3 to 6.5). At the same time, 32 % of the reported expenditure still needed to be certified (para. 6.7).

The NATO Agencies and Commands do not strictly adhere to the NSIP Regulations concerning the timely request for formal inspection (within 6 months of project completion) and concerning the timely request for audit (within 2 years of project completion). The NC3 Agency did start an effort to reduce its backlog of uncertified expenditure (para. 7.5).

The 2004 Infrastructure Committee (IC) agreement on the accelerated closure of Slice Programme projects below 500,000 EUR continued to be implemented through both an Accelerated JFAI procedure with lump sum authorisation and the identification of deleted projects with authorisation of cancellation fees. In July 2008, the IC approved an Enhanced Accelerated JFAI procedure. This decision not only extended the existing procedure to projects with a financial value between EUR 0.5 million and EUR 2 million, it also created new procedures for projects with a financial value between EUR 2 million and EUR 10 million.

In this context, the Board noted that after five years, the Accelerated JFAI procedure has not yet been applied to all eligible projects, and that a significant number of projects identified as deleted and cancelled, still need to be closed out. It also noted that the application of the Enhanced Accelerated JFAI procedure has taken a slow start (para. 8.8 to 8.13).

Concerning the close-out of Capability Package projects, the Board noted that the backlog of territorial nations' operationally completed projects yet to be inspected, audited, and certified, remains high. The backlog of projects implemented by NC3A and SHAPE, yet to be inspected and certified, is cause for concern (para. 9.1 to 9.5; Appendix 5).

Both in the Slice Programme and in the CP Programme, the number of projects with a JFAI requested but not yet performed, has increased, whereas the numbers of projects in the other closing stages have decreased (Appendices 4 and 5).

The Board recommends that the IC regularly monitors:

- i) the application of the regulatory framework on Joint Final Inspection and Formal Acceptance of the NSIP projects (AC/4-D/2074(1988 Edition));
- ii) the nations' implementation of the IC agreements on the Accelerated JFAI process (AC/4-DS(2004)0032) and on the Enhanced Accelerated JFAI process (AC/4-DS(2008)0019);
- iii) the NSIP project implementation by NATO Agencies and Commands, including their adherence to the procedures governing the projects' administrative completion.

## **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 (the 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 the Council and shall neither seek nor receive instructions from authorities other than the Council. In 2008 the Board had an establishment of 1 Principal Auditor, 2 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 the 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 2008.

1.4 Besides NSIP project expenditure, the Board audits the financial statements of NATO bodies, including Civil and Military Agencies, NATO Production and Logistics Agencies and 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(2009)1, dated 30 April 2009.

## **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 (or 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 the Council.

2.3 Every half year, the nations and 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 1<sup>st</sup> 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 Joint Final Inspection and Formal Acceptance report (JFAI) has been finalised.

### **3. NSIP AUDIT OBJECTIVES**

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;
- 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 (C-M(53)71).

3.3 The Board continued to implement its Strategic Plan for the period 2005 - 2009. One of the four goals of this Plan is to improve accountability in the NSIP. In order to achieve these goals, the Board defined objectives, performance measures and strategies in its Annual Performance Plan.

3.4 For 2008, the objective was to increase the percentage of the audited as well as of the certified NSIP expenditure, as part of the total reported expenditure. The amount to be audited was targeted at EUR 375 million in nations, whereas the percentage of certified expenditure should increase by 2%.

3.5 Compared to 2007, the audited expenditure rose from 83% to 84%; with an amount of EUR 432 million audited in nations, the 2008 target was exceeded. The certified expenditure rose from 65 % to 68 %. More details on these figures are provided at item 6, Audit Results. In conclusion, the Board's objectives for NSIP expenditure audit in 2008 were achieved.

## **4. CONDUCT OF NSIP AUDITS**

4.1 The Board usually audits projects in the responsible nation which prepares the required project documents. 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 For each project, the audit either results in a COFFA or in a Letter of Observation to the nation. 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 (see 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 a lower risk of unauthorised cost-overruns, excess works and national cost-shares. This allows checking the documentation on a sample 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.

## **5. ADJUSTMENTS TO CLAIMED EXPENDITURE**

5.1 When auditing NSIP projects the Board checks a number of items. All these checks can lead to adjustments, both in favour of the NSIP and of nations. The Board's audits may result in two types of adjustments.

5.2 First, audit adjustments are financial adjustments arising from the audit of the cost statements presented by the nations. The audit adjustments may result from mathematical errors, currency conversion errors, excess works, missing invoices, etcetera. They can result in savings in favour of the NSIP or in favour of the nation.

5.3 The second type are adjustments to the Financial Report. 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

(cost statements). 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 the NSIP or to the nation.

5.4 In 2008 the Board's audits resulted in total net adjustments in favour of the NSIP of EUR 14.4 million.

5.5 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 project authorisations are converted into lump sums.

## 6. OVERALL AUDIT RESULTS

6.1 In 2008, the Board used 2.4 staff-years for NSIP project audits, compared to 2.3 staff-years in 2007. It conducted 28 audit missions in 8 nations, 4 agencies, and one strategic command acting as Host Nation. These audits covered expenditure amounting to EUR 825 million (EUR 875 million in 2007). It should be noted that, in the nations, the Board can only audit expenditure that is presented by them. In the NATO Agencies and – as from 2007 - also in the Commands, NSIP transactions are audited as part of the audit of their annual financial statements.

6.2 The Board issued 597 COFFAs with a total value of EUR 948 million, compared to 578 COFFAs for EUR 542 million in 2007.

6.3 The Board's major objective for the NSIP project audit has always been to reduce the amount of unaudited and uncertified expenditure. The overall status at the end of 2008 and 2007 was as follows:

**Table 1: Overall status of expenditure  
(in Billions of Euro)**

	<b>2008</b>	<b>2007</b>
Cumulative expenditure reported	29.3	28.7
Cumulative expenditure audited	24.7	23.9
Cumulative expenditure certified (para. 6.9)	20.0	18.6
Percentage of reported expenditure audited	84 %	83 %
Percentage of reported expenditure certified	68 %	65 %

6.4 An overview of the cumulative amounts authorised, spent, audited and certified is at Appendix 2. Cumulative amounts spent, audited and certified, by nation and agency, are shown at Appendix 3.

6.5 The cumulative unaudited expenditure of about EUR 4.6 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. 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.

6.6 The difference between the total amount audited and the total amount certified is EUR 4.7 billion, consisting of EUR 2.2 billion for nations and EUR 2.5 billion for NATO bodies. For nations, the difference is due to the fact that, quite frequently, audited projects cannot be certified and closed, for various reasons such as insufficient fund authorisation or unagreed audit observations. In an effort to contribute to finding solutions for these unresolved cases, the Board reviews these projects annually, and communicates the results to both the NATO Office of Resources and the nations.

6.7 In the case of NATO bodies, the difference between amounts audited and certified is mainly due to the fact that, whereas the expenditure is audited on an annual basis, the large majority of the projects lack an approved JFAI report. Detailed figures for the number of projects involved are at Appendices 4 and 5.

6.8 As in 2007, the amount audited in 2008 (825 million EUR) exceeded the amount reported as spent in 2008 (654 million EUR).

6.9 As stated in para. 6.2 above, expenditure in the amount of EUR 948 million was certified in 2008. On the other hand, in the table at para. 6.3, the cumulative amount certified is EUR 1.4 billion higher than at end 2007. This difference is caused by the fact that, contrary to previous year, the cumulative figure represents the certified amount as recorded by the Board in the NSIP database. Previously, the cumulative figure represented the certified amount as acknowledged by the Office of Resources, after the projects’ closure as noted by the Infrastructure Committee, i.e. with a delay of about 6 months. The different method of presentation has resulted in an upward restatement of the audited amount, equivalent to about EUR 400 million.

## **7. AMOUNTS AUDITED AND CERTIFIED BY NATION AND AGENCY**

7.1 Appendix 3 shows the expenditure reported, audited, and certified, as of 31 December 2008, by nation and agency.

7.2 Starting with their financial statements for the year 2007, the Strategic Commands - ACO and ACT - have included the NSIP-funded expenditure in their

financial statements, in line with the requirement to become IPSAS-compliant. Their NSIP-funded expenditure is now audited annually in the framework of the financial statements, as was already the case for NC3A, NACMA and NAMSA. The Strategic Commands still need to present some prior-year NSIP expenditure for audit (see Appendix 3, difference between expenditure reported and expenditure audited).

7.3 The member nations that have joined NATO since 1999 and Spain that joined the Programme in 1995 have less than 50% of their expenditure audited because of recent projects under implementation.

7.4 Appendix 3 shows that overall the portion of the expenditure of NATO Agencies and Commands which is audited (96 %) is higher than the audited portion of territorial nations' expenditure (82 %). On the other hand, the portion of expenditure of NATO Agencies and Commands which is certified (47 %) is far lower than the certified portion of territorial nations' expenditure (73 %) (see para 6.7 above).

7.5 The Board **concludes** that, as in the previous year, these figures still indicate that the NATO Agencies and Commands do not strictly adhere to the NSIP Regulations concerning the timely request for formal inspection (within 6 months of project completion) and concerning the timely request for audit (within 2 years of project completion). On the other hand, the NC3 Agency did start an effort to reduce its backlog of uncertified expenditure. As a result, the amount of expenditure certified increased by EUR 240 million.

7.6 The Board **recommends** that the NATO Agencies and Commands, strictly adhere to the NSIP regulations concerning the technical and financial closure of projects, and that the IC regularly monitors the NSIP project implementation by NATO Agencies and Commands, including their adherence to the procedures governing the projects' administrative completion.

## 8. CLOSURE OF PROJECTS IN THE SLICE PROGRAMME

8.1 Appendix 4 provides a breakdown, as at June 2008 and at September 2009, by nation of all Slice Programme projects. This table not only shows the number of projects between technical completion and financial acceptance, it also shows the number of active<sup>1</sup>, deleted, and cancelled projects, and the number of projects awaiting close-out after COFFA.

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<sup>1</sup> Together with projects under "confirmation".

8.2 The projects which are in a phase between technical completion and financial acceptance are subdivided in four categories:

- technically completed, awaiting a JFAI request by the Host Nation;
- with a JFAI requested but not yet performed by the JFAI team;
- with a JFAI accepted, thus to be submitted for audit by the Host Nation; and
- with a partial or final audit, awaiting action by nations or the NOR.

8.3 The total number of Slice Programme projects to be inspected, audited, and certified dropped from 612 to 462. Whereas three out of the four subcategories showed a marked decrease, the number of projects with a JFAI requested but not yet performed increased (from 124 to 184).

8.4 The table also shows that project finalisation appears to be more difficult in some Nations than in others. One Nation accounts for almost one third of all projects to be administratively finalised. At the same time, nearly half of all open JFAI requests are for projects in the same Nation.

8.5 Already in 2003, the Infrastructure Committee took note of a framework for the accelerated close-out of the remaining Slice projects, programmed between 1970 (Slice 21) and 1994 (Slice 45), in various stages of operational completion, technical and financial inspection. Projects were grouped according to the action required to bring them to financial completion.

8.6 In 2004, the IC agreed on an Accelerated Joint Final Inspection and Formal Acceptance procedure for projects, meeting the following criteria:

- a value of less than EUR 0.5 million;
- no current Minimum Military Requirement (MMR);
- if current MMR, deficiencies are to be corrected under separate action;
- no reported excess works;
- or excess works not requiring additional funding;
- no other issues.

8.7 The use of the Accelerated JFAI procedure has two main consequences:

- for the technical inspection, the Simplified Procedure is used, which does not require an on-site visit of a JFAI team;
- as the IC agreed that all projects qualifying under the Accelerated JFAI process would automatically qualify for a lump sum conversion of the existing fund authorisations<sup>2</sup>, the expenditure does not need to be audited by IBAN.

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<sup>2</sup> AC/4-D(2004)0004 and AC/4-D(2004)0004-ADD1, approved by AC/4-DS(2004)0019 and AC/4-DS(2004)0032 respectively.

8.8 In 2008, 85 projects were proposed for closure under the Accelerated JFAI procedure. About the same number of projects (76) was identified as deleted and were closed after the authorisation of cancellation fees.

8.9 Nevertheless, in September 2009, 95 Slice Programme projects, identified as deleted and cancelled, still needed to be closed out (see Appendix 4).

8.10 During 2008, the NOR - in conjunction with the IC and the Strategic Commands - actively pursued the elaboration of an Enhanced Accelerated Joint Formal Acceptance Procedure, applicable to Slices 21 to 45. In July 2008 the IC approved an Addendum to the existing policy<sup>3</sup>.

8.11 The aim of this Addendum was to expedite the financial closure of Slice programme projects by :

- extending the existing procedure to an additional group of projects, i.e. projects with a financial value from EUR 500,000 to EUR 2 Million, and
- creating new procedures for higher value projects, i.e. projects from EUR 2 Million to EUR 10 Million; in these cases, the JFAI report may be elaborated in a written procedure.

8.12 However, at end 2008, only one list of projects had been submitted to the Infrastructure Committee. Out of the 15 projects proposed, eventually only 9 were meeting the criteria for the Enhanced Accelerated Joint Formal Acceptance.

8.13 The Board **concludes** that :

- i) whereas the total number of Slice Programme projects has continued to drop, the number of projects with an outstanding JFAI request has increased;
- ii) after five years, the Accelerated JFAI procedure has not yet been applied to all eligible projects;
- iii) a significant number of projects identified as deleted and cancelled, still need to be closed out;
- iv) the application of the Enhanced Accelerated JFAI procedure has taken a slow start.

8.14 The Board **recommends** that the IC regularly monitors the nations' implementation of the IC agreements on the Accelerated JFAI procedure (AC/4-

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<sup>3</sup> AC/4-D(2004)0004-ADD2-REV1, approved by AC/4-DS(2008)0019.

DS(2004)0032) and on the Enhanced Accelerated JFAI procedure (AC/4-DS(2008)0019).

## 9. CLOSURE OF PROJECTS IN THE CAPABILITY PACKAGE PROGRAMME

9.1 As illustrated at Appendix 5, in the period June 2008 to September 2009 the total number of operationally completed CP Programme projects to be inspected, audited and certified, increased from 1,217 to 1,396.

9.2 On the one hand, the number of CP Programme projects, implemented by territorial Host Nations, decreased from 888 to 792. By category, the number of technically completed projects without a JFAI request, as well as with an open JFAI request, remained virtually stable. Decreases occurred in the number of unaudited and not yet certified projects.

9.3 On the other hand, the number of operationally completed projects, implemented by NATO Bodies, and remaining to be inspected, audited and certified<sup>4</sup>, nearly doubled, from 329 to 604 projects. The large majority of these projects concern Alliance Operations and Missions (AOM). As at 31 December 2008, total authorised funds for operations in the Balkans and for ISAF amounted to EUR 584.5 million and EUR 767.2 million respectively<sup>5</sup>. During 2008, NC3A spent EUR 207.9 million, NAMSA EUR 101.7 million, and SHAPE EUR 16.1 million on NSIP projects; taken together, these amounts represent about half of the 2008 NSIP expenditure<sup>6</sup>.

9.4 More than half of these 604 projects were implemented by NC3A. In this Agency the number of projects remaining to be inspected, audited and certified more than doubled, from 154 projects to 380. The number of its completed projects lacking a JFAI request rose from 62 to 238.

9.5 In conclusion, the Board **notes** that:

- i) the backlog of territorial Nations' operationally completed projects yet to be inspected remained stable at a high level;
- ii) as already mentioned in the IBAN NSIP report for 2007, the backlog of projects, implemented by NC3A and SHAPE and yet to be inspected and certified, is cause for concern.

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<sup>4</sup> NSIP-funded activities implemented by NATO Bodies are audited in two phases : first as part of the annual financial statements (if included), and secondly from an NSIP project point of view (JFAI, deficiencies...).

<sup>5</sup> NSIP Financial Statistics for 2008, document AC/4-N(2009)0004, item 9.

<sup>6</sup> Ibidem, item 4 : NSIP forecast and expenditure for the year

9.6 The Board **recommends** that the Infrastructure Committee regularly monitors the project implementation by NATO Bodies, including their adherence to the procedures governing the projects' administrative close-out.

## **10. PERFORMANCE AUDIT ON NSIP MANAGEMENT**

10.1 In 2007, the Board decided to commence a performance audit of the NSIP management. The following objectives were agreed:

- Are the roles and responsibilities of NSIP stakeholders clearly defined to ensure an effective and efficient NSIP management ?
- How efficient and effective is the monitoring of the implementation phase ?
- Are AOM projects efficiently and effectively managed ?

10.2 This audit was announced to various NSIP stakeholders in June 2008. The performance audit report has been sent out for factual comments in October 2009.

## **11. AXING AUTHORITY**

11.1 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.

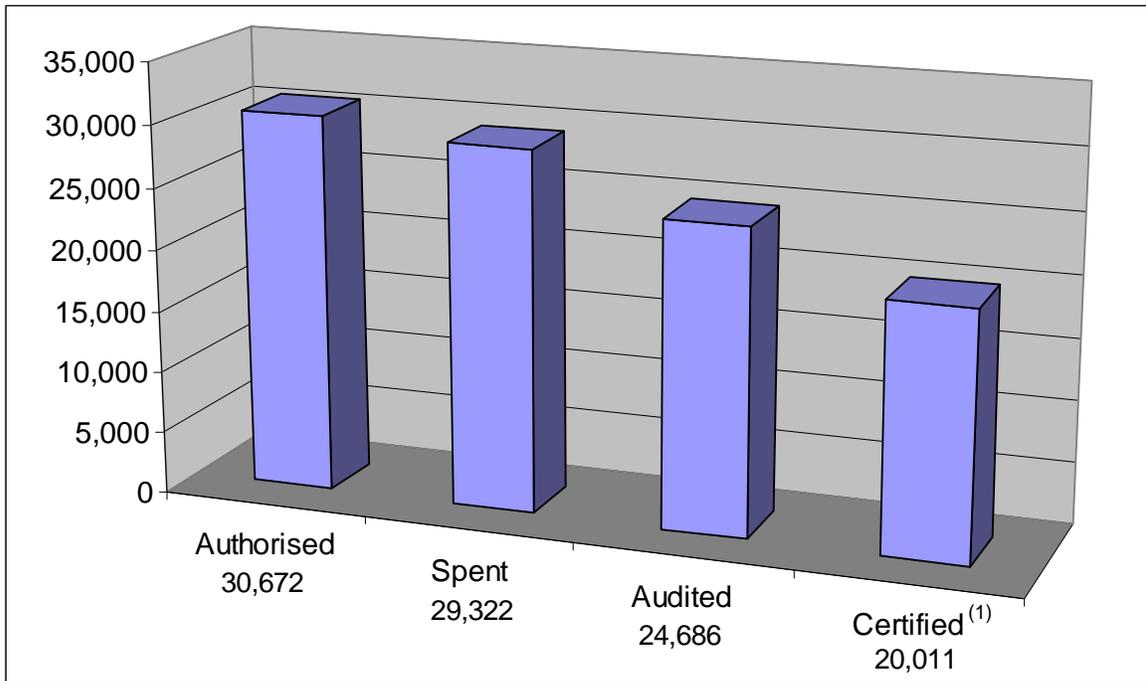
11.2 In 2008, the Board issued three "Axing Warning" letters, giving the Nations an additional six-month period to provide a reply to a prior Board Letter of Observations. In two of these cases, no reply was provided in due time, and the Board issued an Axing COFFA.

## 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
IPSAS	International Public Sector Accounting Standards
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
ACT	Allied Command Transformation
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 as at 31 December 2008**

**(Millions of EURO)**



<sup>(1)</sup> Amount Certified as recorded by IBAN

**Reported Expenditure Audited and Certified  
by Nation and Agency  
(Cumulative as of 31 December 2008)**

	<b>Expenditure Reported (€millions)</b>	<b>Expenditure Audited (€millions)</b>	<b>Expenditure Certified (€millions)</b>	<b>Expenditure Audited %</b>	<b>Expenditure Certified %</b>
	(1)	(2)	(3)	(2) : (1)	(3) : (1)
Belgium	757	592	562	78	74
Bulgaria	1	0	0	0	0
Canada	80	80	80	100	100
Czech Republic	91	9	9	10	10
Denmark	722	649	624	90	86
Estonia	2	0	0	0	0
France	1,001	962	962	96	96
Germany	5,612	4,936	4,449	88	79
Greece	1,746	1,052	970	60	56
Hungary	111	18	8	16	7
Italy	2,068	1,467	1,260	71	61
Lithuania	28	24	24	86	86
Luxembourg	59	59	59	100	100
Latvia	4	0	0	0	0
Netherlands	891	821	780	92	88
Norway	2,085	1,779	1,480	85	71
Poland	237	25	24	11	10
Portugal	566	416	336	74	59
Slovakia	3	0	0	0	0
Slovenia	3	0	0	0	0
Spain	145	26	26	18	18
Turkey	4,443	3,706	3,389	83	76
United Kingdom	2,484	2,428	2,100	98	85
USA/Iceland	1,224	872	551	71	44
<b>Nations (1)</b>	<b>24,363</b>	<b>19,921</b>	<b>17,693</b>	<b>82</b>	<b>73</b>
CEPMA (2)	161	113	113	70	70
NC3A	2,710	2,710	1,292	100	48
NACMA	776	776	141	100	18
NAMSA	332	332	113	100	34
SHAPE	935	800	625	85	67
SACLANT	12	1	1	9	9
NADGEMO (3)	33	33	33	100	100
<b>Agencies (4)</b>	<b>4,959</b>	<b>4,765</b>	<b>2,318</b>	<b>96</b>	<b>47</b>
<b>TOTAL</b>	<b>29,322</b>	<b>24,686</b>	<b>20,011</b>	<b>84</b>	<b>68</b>

(1) See Paragraph 7.3

(2) Acting as Host Nation on behalf  
of France

(3) NADGEMO projects are finalised

(4) Audited annually

**Slice Programme – Projects to be inspected, audited, and certified**

	Project complete but JFAI not yet requested		JFAI Requested but not yet performed		JFAI accepted but project not yet audited		Project audited but not yet certified (COFFA)		TOTAL PROJECTS	
	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08
<b>Belgium</b>	7	10	5	4	2	2			14	16
<b>Denmark</b>	2	3	1		4	5	3	4	10	12
<b>France</b>						1			0	1
<b>Germany</b>	12	12	8	9	7	17	32	30	59	68
<b>Greece</b>	30	53	13	8	12	18	7	10	62	89
<b>Italy</b>	19	35	86	73	3	18	21	35	129	161
<b>Netherlands</b>	1	1	3	2	2	2	0	1	6	6
<b>Norway</b>	4	16	17	9	5	11	2	16	28	52
<b>Portugal</b>	1	2	1						2	2
<b>Turkey</b>	17	30	15	9	9	16	9	16	50	71
<b>United Kingdom</b>	10	9	6	2	20	29	6	22	42	62
<b>USA</b>	10	8	6	3	6	8			22	19
<b>CEPMA</b>				1	1				1	1
<b>NC3A</b>	1	30	23	4			13	18	37	52
<b>TOTAL</b>	<b>114</b>	<b>209</b>	<b>184</b>	<b>124</b>	<b>71</b>	<b>127</b>	<b>93</b>	<b>152</b>	<b>462</b>	<b>612</b>
NOT INCLUDED									38	19
									95	187
									144	329
TOTAL									<b>739</b>	<b>1147</b>

**CP Programme (since 1994)**  
**Projects to be inspected, audited, and certified**  
**(Figures as at June 2008 and September 2009)**

	Project complete but JFAI not yet requested		JFAI Requested but not yet performed		JFAI accepted but project not yet audited		Project expenditure not yet certified (COFFA)		TOTAL PROJECTS	
	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08
Belgium	2	4	3	7	8	5			13	16
Bulgaria					1				1	0
Canada	1	1			1	1			2	2
Czech Republic	13	11	4	3					17	14
Denmark	15	10	7	9	8	7	1	1	31	27
France	1	1			1	5			2	6
Germany	82	129	7	7	32	72	10	14	131	222
Greece	84	87	6	7	6	12	1	1	97	107
Hungary	3	2	12	1	1	10	3		19	13
Italy	96	91	8	10	4	6			108	107
Latvia	1				1				2	
Lithuania	2	1	6						8	1
Netherlands	12	17	1	1	20	18		9	33	45
Norway	2	2	10	15	2	4	2	2	16	23
Poland	8	9	4	5	7	6	1	3	20	23
Portugal	16	6	7	10	6	8	2	1	31	25
Spain	7	6	4	3	1		1	1	13	10
Turkey	102	91	23	12	48	58	8	8	181	169
United Kingdom	11	20	13	9	11	22	3	8	38	59
USA	14	3	13	12	2	3		1	29	19
<b>SUBTOTAL</b>	<b>472</b>	<b>491</b>	<b>128</b>	<b>111</b>	<b>160</b>	<b>237</b>	<b>32</b>	<b>49</b>	<b>792</b>	<b>888</b>

	Project complete but JFAI not yet requested		JFAI Requested but not yet performed		JFAI accepted but project not yet audited		Project expenditure not yet certified (COFFA)		TOTAL PROJECTS	
	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08	Sep-09	Jun-08
CEPMA	1	1	1	2	31	24			33	27
NC3A	238	62	79	36	63	56			380	154
NACMA	3	4	1			1			4	5
NAMSA	8	4	3	2	2	1			13	7
ACT	4	3	2	1					6	4
SHAPE	112	81	37	31	11	10	8	10	168	132
<b>SUBTOTAL</b>	<b>366</b>	<b>155</b>	<b>123</b>	<b>72</b>	<b>107</b>	<b>92</b>	<b>8</b>	<b>10</b>	<b>604</b>	<b>329</b>
<b>TOTAL</b>	<b>838</b>	<b>646</b>	<b>251</b>	<b>183</b>	<b>267</b>	<b>329</b>	<b>40</b>	<b>59</b>	<b>1396</b>	<b>1217</b>