

## NSIP FINANCIAL STATISTICS FOR 2015

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## PART I – 2015 Financial Activity

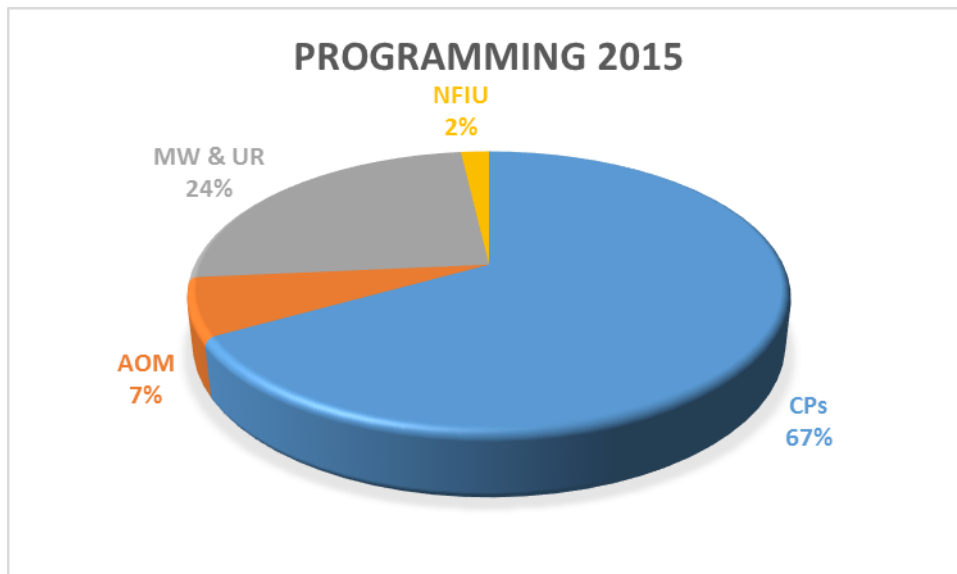
### 1. Statement of Operations 2015

This table represents an overview of the operations for 2015 with details provided in the following pages as applicable.

Page	DESCRIPTION OF ACTIVITY	2015	
1.3	<b>PROGRAMMING:</b>		
	Approved by Council	165,633,000	
	Approved by Investment Committee	82,360,070	
	<b>TOTAL PROGRAMMING</b>	247,993,070	
1.4	<b>AUTHORISATIONS:</b>		
	Physical Scope	(261,160,478)	
	Net Authorised Scope	754,826,375	
	Net Authorised Fund	748,391,669	
1.5	<b>FINANCIAL IMPLEMENTATION</b>		
	Approved Forecasts of Expenditure	619,838,994	
	Expenditure	(595,405,816)	
	Excess Forecasts	24,433,178	
	Expenditure Rates: Approved Forecasts / Expenditure 2014-2019 Medium Term Resource Plan (MTRP)	96%	
	Forecasts / Expenditure	69%	
1.13	<b>CONTRIBUTIONS:</b>	<b>Other NSIP Projects</b>	<b>Readiness Action Plan</b>
	Approved Ceiling (MTRP 2015 - 2019)	625,000,000	75,000,000
	Approved Forecasts of Expenditure	614,855,329	4,983,665
	Q3 & Q4/2014 - Excess Forecasts	(104,559,016)	0
	Q1 & Q2/2015 - Excess Forecasts	(20,422,643)	0
	Amount of contribution called	489,873,670	4,983,665
	Amount of contribution not called	135,126,330	70,016,335

## 2. Programming 2015

Approved by Council					
CP#	Capability Package	Approval Reference	Amount	Date of Approval	PIP
9A0101	Wireless Communication Transmission Services (other than SATCOM)	C-M(2015)0042	116,514,000	15-Jun-15	AC/4(PP)N(2015)0101
5A0031A02	NATO School OBERAMMERGAU - Renovate buildings to provide operational education facilities. Refurbishment of Building #630	C-M(2015)0046	2,962,000	23-Jun-15	
9B5011R02A01	ACT Command Facilities - modernization and renovation to NH-31	C-M(2015)0062	1,181,000	07-Aug-15	
9C0103A01	Addendum 1 - Evolution for functional services for logistics C2 (LOG FS)	C-M(2015)0081	44,976,000	09-Dec-15	AC/4(PP)N(2016)0024
		Sub total	165,633,000		
Approved by the Investment Committee					
	Alliance Operations and Missions		16,722,770		
	Minor Works and Urgent requirements		61,112,426		
	Partial reimbursement of Prefinanced and Completed Projects for NATO Force Integration Units (NFIU)		4,524,874		
		Sub total	82,360,070		
		<b>TOTAL</b>	<b>247,993,070</b>		



### 3. Authorisations 2015

Type of Project	Released Physical Scope	Authorised Scope	Authorised Funds	Cancelled Physical Scope	Deauthorised Scope	Deauthorised Funds
AOM Projects	-12,191,793	42,855,657	43,039,841	0	-26,132,887	-26,008,405
CP Projects	-247,495,780	731,286,369	715,073,022	-3,144,359	-54,827,953	-46,524,774
MW Projects	0	37,207,469	37,207,469	0	-1,604,840	-1,604,840
SAP Projects	0	18,716,177	18,743,523	0	-18,183,414	-17,700,884
UR Projects	1,671,454	26,901,624	27,239,811	0	-1,391,827	-1,073,094
<b>Grand Total</b>	<b>-258,016,119</b>	<b>856,967,296</b>	<b>841,303,666</b>	<b>-3,144,359</b>	<b>-102,140,921</b>	<b>-92,911,997</b>

Type of Project	Physical Scope	Net Authorised Scope	Net Authorised Funds
AOM Projects	-12,191,793	16,722,770	17,031,436
CP Projects	-250,640,139	676,458,416	668,548,248
MW Projects	0	35,602,629	35,602,629
SAP Projects	0	532,763	1,042,639
UR Projects	1,671,454	25,509,797	26,166,717
<b>Grand Total</b>	<b>-261,160,478</b>	<b>754,826,375</b>	<b>748,391,669</b>
Including reimbursement subject to availability of funds of EUR:			
		38,672,475	38,672,475

Type of Project	Lump sum conversion *	
	Authorised Scope	Authorised Funds
AOM Projects	73,376,732	73,376,732
SAP Projects	42,815,103	42,815,103
<b>Grand Total</b>	<b>116,191,835</b>	<b>116,191,835</b>

\* conversion of funds already authorised into lump sum amounts

Type of Project	Financial increments	
	Authorised Scope	Authorised Funds
AOM Projects	0	165,536
CP Projects	0	10,092,218
UR Projects	0	338,187
<b>Grand Total</b>	<b>0</b>	<b>10,595,941</b>

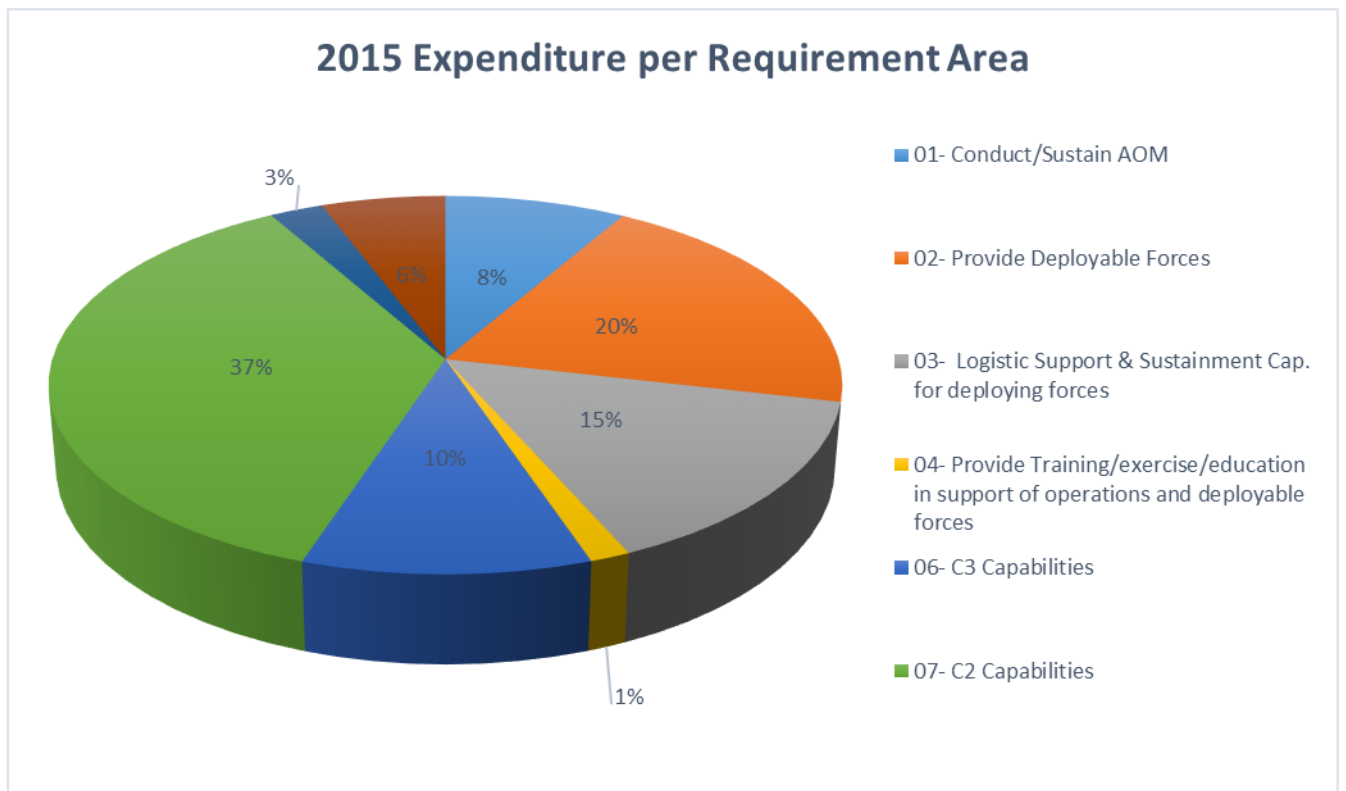
4. Financial implementation per Authorised Nations (AN) 2015

AN	2015 - 2019 MTRP Approved Programmed only	2015 Approved forecasts	2015 Expenditure	Excess/(Shortfall) forecasts	Expenditure Rate Versus MTRP	Expenditure Rate versus approved forecasts
	(a)	(b)	(c)	= (b) - (c)	= (c) / (a)	= (c) / (b)
ACT	0	0	225,182	(225,182)	N/A	N/A
AL	400,000	75,000	118,881	(43,881)	30%	159%
BE	19,698,894	9,168,143	6,785,208	2,382,935	34%	74%
BU	8,133,801	7,058,641	7,058,641	0	87%	100%
CA	689,000	0	5,554	(5,554)	1%	N/A
CR	2,027,561	578,860	631,713	(52,853)	31%	109%
CZ	4,434,691	3,447,281	3,447,281	0	78%	100%
DE	4,063,404	1,143,624	1,343,604	(199,980)	33%	117%
ES	72,746	1,650,473	1,641,545	8,928	2257%	99%
FR	13,448,641	5,098,763	962,047	4,136,716	7%	19%
GE	47,511,338	36,123,380	38,092,397	(1,969,017)	80%	105%
GR	53,920,292	6,237,217	7,950,321	(1,713,104)	15%	127%
HU	98,902	(696,265)	4,212,580	(4,908,845)	4259%	-605%
IC	1,908,910	2,349,771	2,456,423	(106,652)	129%	105%
IT	59,447,274	23,697,633	16,081,209	7,616,424	27%	68%
LA	2,877,333	1,279,600	1,394,561	(114,961)	48%	109%
LI	972,049	1,970,666	520,194	1,450,472	54%	26%
LU	0	0	0	0	N/A	N/A
NCIA	441,407,098	281,638,276	296,424,880	(14,786,604)	67%	105%
NE	30,095,752	14,501,676	8,700,429	5,801,247	29%	60%
NO	9,365,000	5,251,434	5,473,201	(221,767)	58%	104%
NSPA	34,083,697	62,022,720	54,615,128	7,407,592	160%	88%
PL	31,499,219	32,068,602	40,606,362	(8,537,760)	129%	127%
PO	8,914,439	697,073	7,735,144	(7,038,071)	87%	1110%
RO	25,623,320	22,160,582	21,395,051	765,531	83%	97%
SHAPE	1,794,391	404,886	(1,949,223)	2,354,109	-109%	-481%
SK	917,216	2,874,898	2,772,474	102,424	302%	96%
SN	11,823,829	7,541,492	8,055,418	(513,926)	68%	107%
SP	(1,562,130)	5,651,958	6,108,229	(456,271)	-391%	108%
TU	26,370,886	48,878,362	21,353,539	27,524,823	81%	44%
UK	10,503,070	11,589,347	11,332,411	256,936	108%	98%
US	16,547,292	25,374,901	19,855,432	5,519,469	120%	78%
<b>Total</b>	<b>867,087,915</b>	<b>619,838,994</b>	<b>595,405,816</b>	<b>24,433,178</b>	<b>69%</b>	<b>96%</b>

## PART II – Additional Information for 2015

### 5. Expenditure per Requirement Area

Requirement Area	%	Expenditure
01- Conduct/Sustain Alliance Operations and Missions	8.4%	50,127,841
02- Provide Deployable Forces	20.2%	120,057,541
03- Provide Logistic Support and Sustainment Capabilities for deploying forces	14.7%	87,690,130
04- Provide Training/exercise/education in support of operations and deployable forces	1.5%	8,657,688
06- Provide NATO-wide C3 Capabilities	10.4%	61,766,171
07- Provide NATO-wide Air C2 Capabilities	36.6%	217,882,107
08- Maintain NATO Command Structure	2.5%	14,788,196
10- Maintain Deterrent Posture	5.8%	34,436,142
Total Expenditure 2015		595,405,816



6. Summary of Completed Projects over the past 6 years

<b>Years</b>	<b>Expenditure on Virtually Completed projects (as at 1st Jan. )</b>	<b>* COFFAs during the year</b>	<b>Ratios</b>
2010	8,061,149,302	616,011,260	7.64%
2011	8,431,304,440	813,139,927	9.64%
2012	8,497,266,196	825,947,419	9.72%
2013	8,164,281,873	896,613,762	10.98%
2014	7,878,111,467	1,117,364,826	14.18%
2015	7,106,516,582	1,205,921,202	16.97%

\* COFFA: Certificate of Final Financial Acceptance

### PART III – Cumulative Statistics as at 31 December 2015

7. Reimbursement from Third Parties, Historical Agreements & Prior year's adjustments and Miscellaneous Income to be returned:

#### A. Reimbursement from Third Parties

As at 31 December 2015, the amount due to be reimbursed by Third Parties to NSIP was reduced to EUR 22,935,932 as detailed below:

- ✓ EUR 5,954,258 for New Command Structures "AFSOUTH 2000";
  - ✓ EUR 7,340,353 for NATO Underwater Research Centre; and
  - ✓ EUR 9,641,321 for Alliance Operations & Missions.
- (Note: EUR 3,036,730 was reimbursed during the 3<sup>rd</sup> quarter 2015 by SHAPE)

#### B. Historical Agreements & Prior year's adjustments

Cumulative Contributions (page 1-13)	33,281,067,123	
<b>Historical Agreements:</b> Additional funding from nations	382,107,692	
Total		33,663,174,815
Cumulative Expenditure (page 1-10)		(33,651,396,534)
 <b>Prior year's adjustments:</b>		
Pending adjustment on Air C2 Administrative budget	844,186	
Rounding discrepancies	(43,187)	
Transfer IAU/NAU	(8,568,745)	
Total		(7,767,746)
 Excess forecasts 2015 to be used for 2016 contributions		 <u><u>4,010,535</u></u>

#### C. Miscellaneous Income to be returned to NSIP

	NC3A	NACMA	SHAPE
2007	3,020,011	0	0
2008	(1,149,471)	1,062,030	674,068
2009	(1,069,267)	372,069	144,947
	<b>NCIA CapDev</b>	<b>NCIA AirC2</b>	
2010	2,452,549	133,176	105,041
2011	(2,289,472)	556,450	174,789
2012	3,523,283	336,807	19,119
2013	1,411,465	(198,726)	53,424
2014	1,443,925		42,083
	<b>7,343,023</b>	<b>2,261,807</b>	<b>1,213,471</b>
<b>Total</b>		<b>10,818,301</b>	



8. Cumulative Financial Statistics as at 31 December 2015 per Implementation Stage

	PLANNING PHASE	DESIGN PHASE	UNDER IMPLEMENTATION	VIRTUALLY COMPLETED	TOTAL	COMPLETED	TOTAL NSIP
<b>LCE</b>	1,172.1	753.4	3,932.3	6,789.3	12,647.1	25,422.5	38,069.7
<b>PHYSICAL SCOPE</b>	91.4	52.8	354.1	136.3	634.7	0	634.7
<b>AUTHORISED SCOPE</b>	0	21.9	3,458.3	7,150.5	10,630.7	25,422.5	36,053.2
<b>AUTHORISED FUNDS</b>	0	21.9	3,034.1	7,067.5	10,123.5	25,422.5	35,546.1
<b>EXPENDITURE</b>	0	14.0	1,469.3	6,745.5	8,228.9	25,422.5	33,651.4
<b>LCE RTBS</b>	1,172.1	739.3	2,463.0	43.8	4,418.3	0	4,418.3

Planning Phase:

Approved but not yet Financially Authorised.

Design Phase:

Fund Authorisation less than 5% of the Latest Cost Estimate.

Under implementation:

Active projects.

Virtually Completed:

Expenditure exceeds 90% of the Latest Cost Estimate OR the project is completed but not yet certified OR certified but not yet included in a List of Completed Projects.

Completed Projects:

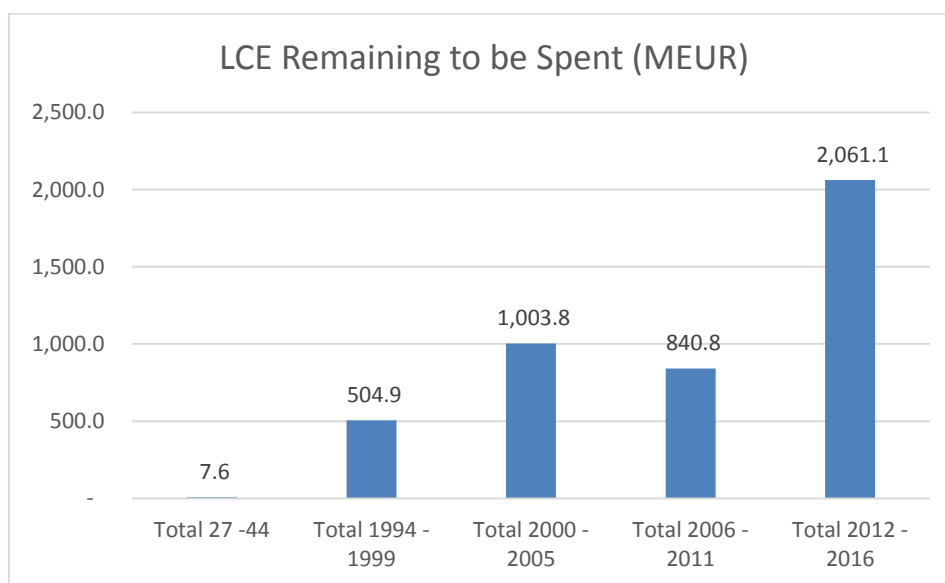
Projects financially closed and certified by the International Board of Auditors, included in a list noted by the Investment Committee.

Physical Scope:

Agreement of physical scope does not grant the authority to sign a contract on behalf of NATO which would only be granted at the second stage when the Host Nation will be ready to issue the IFB.

## 9. Cumulative Financial Statistics as at 31 December 2015 per Age

Project Year	Programmed Amount	LCE	Physical Scope	Authorised Scope	Authorised Funds	Expenditure	LCE RTBS
<b>Total 02 -45 Closed</b>	21,876,996,684	21,586,861,720	0	21,586,861,725	21,586,861,723	21,586,861,720	0
<b>Total 27 -44</b>	1,359,702,508	1,273,976,396	0	1,299,361,588	1,294,884,292	1,266,418,352	7,558,044
<b>Total 1994 - 1999</b>	<b>5,277,781,571</b>	<b>5,835,109,044</b>	<b>54,854,647</b>	<b>5,883,401,474</b>	<b>5,761,555,457</b>	<b>5,330,223,827</b>	<b>504,885,216</b>
<b>2000 Total</b>	482,783,149	442,647,576	3,897,003	451,864,125	445,978,771	423,437,991	19,209,585
<b>2001 Total</b>	1,217,606,196	582,574,625	4,809,524	819,415,658	502,319,026	399,128,786	183,445,839
<b>2002 Total</b>	185,231,918	184,395,804	6,607,792	167,189,496	165,863,879	152,582,490	31,813,314
<b>2003 Total</b>	356,485,874	382,749,411	13,791,486	405,586,740	402,472,513	369,389,004	13,360,407
<b>2004 Total</b>	300,172,666	326,666,618	0	336,286,161	335,674,652	325,967,679	698,939
<b>2005 Total</b>	1,794,164,379	1,753,007,480	105,376,541	1,353,319,482	1,343,235,236	995,064,223	757,943,257
<b>Total 2000 - 2005</b>	<b>4,336,444,182</b>	<b>3,664,695,817</b>	<b>134,482,346</b>	<b>3,533,661,662</b>	<b>3,195,544,077</b>	<b>2,660,867,066</b>	<b>1,003,828,750</b>
<b>2006 Total</b>	638,482,565	817,739,878	41,967,832	762,054,102	758,419,164	699,252,293	118,487,585
<b>2007 Total</b>	680,818,950	730,164,936	21,699,721	560,600,783	560,600,783	323,813,986	406,350,950
<b>2008 Total</b>	797,911,567	687,874,689	22,300,375	697,415,384	694,736,124	607,471,163	80,403,526
<b>2009 Total</b>	311,269,313	275,344,009	5,514,980	281,170,733	281,444,779	258,938,690	16,405,319
<b>2010 Total</b>	198,335,248	249,867,506	71,687,000	306,758,284	305,354,392	238,191,282	11,676,224
<b>2011 Total</b>	447,737,037	445,760,318	78,362,236	296,715,976	295,431,538	234,356,772	211,403,546
<b>Total 2006 - 2011</b>	<b>3,074,554,680</b>	<b>3,196,521,452</b>	<b>241,532,144</b>	<b>2,904,715,262</b>	<b>2,895,986,780</b>	<b>2,355,672,047</b>	<b>840,849,405</b>
<b>2012 Total</b>	656,030,067	644,632,719	135,950,380	332,890,258	299,001,854	205,611,273	439,021,446
<b>2013 Total</b>	661,771,539	650,942,948	18,588,487	133,808,143	133,808,143	94,566,199	556,376,750
<b>2014 Total</b>	665,570,385	773,369,040	47,619,023	280,848,646	280,769,160	129,073,077	644,295,963
<b>2015 Total</b>	170,823,278	222,873,428	1,671,454	86,951,423	86,951,423	21,078,384	201,795,044
<b>2016 Total</b>	0	228,137,630	0	10,695,353	10,695,353	0	228,137,630
<b>Total 2012 - 2016</b>	<b>2,154,195,269</b>	<b>2,512,488,113</b>	<b>203,829,344</b>	<b>845,193,823</b>	<b>811,225,933</b>	<b>451,353,521</b>	<b>2,061,134,592</b>
<b>TOTAL</b>	<b>38,079,674,894</b>	<b>38,069,652,542</b>	<b>634,698,481</b>	<b>36,053,195,534</b>	<b>35,546,058,262</b>	<b>33,651,396,534</b>	<b>4,418,256,008</b>



## 10. Cumulative Financial Statistics for Alliance Operations & Missions and Readiness Action Plan

### Per Operation

Sub-Requirement Area	Programming	LCE	Authorised Scope	Authorised Funds	Expenditure	LCE RTBS
ISAF (0102)	1,545,121,429	1,501,377,533	1,634,502,018	1,634,314,406	1,494,726,764	7,645,886
Balkans (0103)	493,214,756	637,999,241	633,575,049	633,457,917	618,082,353	21,492,397
NTM-I (0104)	33,571,833	28,142,027	31,643,980	31,643,980	28,116,811	25,216
Pakistan (0105)		321,397	321,397	321,397	321,397	0
OOS (0107)	424,000	445,392	869,994	869,994	8,625	436,767
OAE (0108)	10,249,462	16,149,051	13,683,961	13,683,961	11,517,080	4,631,971
RS - Resolute Support (0109)	120,000	32,127,803	41,466,337	41,386,851	12,052,532	21,041,271
	<b>2,082,701,480</b>	<b>2,216,562,444</b>	<b>2,356,062,736</b>	<b>2,355,678,506</b>	<b>2,164,825,562</b>	<b>55,273,508</b>

### Per Year

Year	Authorised Scope	Authorised Funds	Expenditure
Year 2005	727,433,512	717,950,260	550,699,506
Year 2006	962,273,709	922,354,334	666,834,477
Year 2007	1,164,799,423	1,122,196,139	886,722,529
Year 2008	1,470,910,657	1,387,582,728	1,105,566,892
Year 2009	1,781,566,472	1,769,123,638	1,376,527,418
Year 2010	1,939,252,707	1,927,884,543	1,591,688,877
Year 2011	2,148,880,605	2,130,594,435	1,807,061,631
Year 2012	2,257,113,526	2,256,283,840	1,952,307,624
Year 2013	2,318,417,160	2,317,728,553	2,044,478,412
Year 2014	2,339,339,966	2,338,647,070	2,114,697,721
Year 2015	2,356,062,736	2,355,678,506	2,164,825,562

### Readiness Action Plan

NATIONS	LCE	Authorised Scope	Authorised Funds	Expenditure	LCE RTBS
BU Total	1,993,728	1,750,688	1,750,688	729,122	1,264,606
ES Total	1,500,000	1,500,000	1,500,000	1,500,000	0
HU Total	4,866,923	0	0	0	4,866,923
LA Total	1,832,000	916,000	916,000	916,000	916,000
LI Total	0	500,000	500,000	0	0
NCIA Total	5,932,567	5,806,737	5,806,737	759,187	5,173,380
PL Total	750,000	750,000	750,000	731,201	18,799
RO Total	1,031,631	1,082,996	1,082,996	607,342	424,289
SK Total	0	0	0	0	0
Grand Total	17,906,849	12,306,421	12,306,421	5,242,852	12,663,997

## 11. Summary over 10 Years of Financial Statistics

(0)	(1)	(2)	(3)	(4)	(5)	(6)	(7)		(8)	(9)	(10)	(11)	(12)
Year	Programming	Physical Scope	Authorised Scope	Authorised Funds	Forecasts	Expenditure	Financial Expenditure rate (6)/(5)		Excess/ (Shortfall) forecasts (5)-(6)	Contributions Paid (5) - (8) year -1	Other Income	Approved Ceiling	Contribution ceiling not called
2006	641.2	23.90	519.3	540.1	651.3	582.1	89%		69.2	525.2		640.47	115
2007	679.5	63.10	740.0	695.4	709.7	657.6	93%		52.1	640.5		640.47	(0)
2008	569.5	69.00	734.6	836.9	691.2	653.9	95%		37.3	639.7		640.47	1
2009	465.8	(14.40)	919.8	932.3	697.5	777.0	111%		(79.5)	657.7	(17.30)	640.47	0
2010	220.4	(0.30)	336.3	522.6	870.4	651.1	75%		219.3	949.9		949.90	0
2011	472.8	283.70	615.9	878.9	818.7	686.3	84%		132.4	599.4		875.00	276
2012	680.8	34.00	518.0	634.7	664.1	555.1	84%		109.0	531.7		800.00	268
2013	674.9	180.40	603.0	644.8	663.8	525.9	79%		137.9	554.8		700.00	145
2014	700.0	177.00	207.6	512.6	671.8	538.5	80%	1st half 2014	28.8	→ 505.1		700 *	195
								2nd half 2014	104.5	→			
2015	248.0	(261.2)	754.8	748.9	619.8	595.4	96%	1st half 2015	20.4	→ 494.9 **		700 ***	205
2016								2nd half 2015	4.0				

\* The RPPB agreed that the amount exceeding the EUR 650 million will not be released until appropriate progress had been made on the follow-on tasking from the February 2013 Defence Ministerial meeting.

The release of the additional MEUR 50 was not sought.

\*\* Further to the Go live of CIRIS in July 2014, the computation of contributions is now based on quarterly carry forward instead of twice yearly.

The excess forecast from 2nd half 2014 plus the excess forecast from the 1st half 2015 was used to compute the contributions 2015.

\*\*\* Ceiling of MEUR 625 plus MEUR 75 dedicated for RAP projects.

## 12. Cumulative Contributions as at 31 December 2015 per Nation

AN	CUMULATIVE CONTRIBUTIONS				CUMULATIVE CONTRIBUTIONS	
	2014	2014	2015	2015	as at 31 Dec 2015	as at 31 Dec 2015
	RECEIVED	PAID	RECEIVED	PAID	RECEIVED	PAID
ACT	13,729,641	-495,656	225,181	0	13,954,822	-495,656
AL	136,271	993,404	25,326	231,663	161,597	1,225,067
BE	801,197,136	1,457,344,613	8,438,073	13,091,128	809,635,209	1,470,435,741
BU	37,987,983	17,731,618	7,058,641	1,568,883	45,046,624	19,300,501
CA	79,663,975	1,818,600,767	0	26,724,108	79,663,975	1,845,324,875
CR	790,136	3,590,140	568,213	835,953	1,358,349	4,426,093
CZ	123,536,844	80,450,021	3,521,115	4,684,008	127,057,959	85,134,029
DE	703,214,146	1,064,948,207	886,185	8,811,596	704,100,331	1,073,759,803
ES	29,507,070	5,638,990	1,632,445	500,011	31,139,515	6,139,001
FR	999,509,926	1,581,380,888	3,147,445	42,693,003	1,002,657,371	1,624,073,891
GE	5,719,928,048	7,258,149,098	32,093,562	83,222,377	5,752,021,610	7,341,371,475
GR	1,830,934,980	282,091,829	6,293,443	5,349,689	1,837,228,423	287,441,518
HU	133,712,302	58,792,681	4,083,068	3,461,989	137,795,370	62,254,670
IC	988,914	687,214	2,329,089	127,509	3,318,003	814,723
IT	2,254,569,691	2,564,329,935	7,093,506	42,191,664	2,261,663,197	2,606,521,599
LA	31,328,535	7,340,273	1,246,815	672,402	32,575,350	8,012,675
LI	41,613,532	11,040,923	1,816,018	1,011,432	43,429,550	12,052,355
LU	59,203,517	63,055,393	0	739,367	59,203,517	63,794,760
NCIA	4,730,557,778	1,949,809	213,697,300	0	4,944,255,078	1,949,809
NE	909,731,584	1,515,266,722	14,472,635	17,350,683	924,204,219	1,532,617,405
NG	12,996,947	0	0	0	12,996,947	0
NO	2,118,247,894	888,992,503	3,823,715	8,408,542	2,122,071,609	897,401,045
NSPA	1,043,741,151	0	51,308,225	0	1,095,049,376	0
PL	362,019,884	219,891,687	36,444,129	12,745,737	398,464,013	232,637,424
PO	570,925,400	103,901,108	8,017,530	3,568,355	578,942,930	107,469,463
RO	12,958,748	57,442,205	22,158,230	5,160,404	35,116,978	62,602,609
SHAPE	980,673,197	9,343,058	-511,196	0	980,162,001	9,343,058
SK	32,316,577	23,586,653	2,799,723	2,156,591	35,116,300	25,743,244
SN	28,237,550	13,350,652	5,043,138	1,160,384	33,280,688	14,511,036
SP	223,872,381	349,437,273	5,962,551	22,002,657	229,834,932	371,439,930
TU	4,486,661,237	388,730,666	15,927,777	13,448,288	4,502,589,014	402,178,954
UK	2,524,260,627	4,012,955,462	10,928,140	60,083,453	2,535,188,767	4,073,038,915
US	1,338,470,268	8,925,691,652	24,327,313	112,855,459	1,362,797,581	9,038,547,111
NACMA Admin Bud	220,571,407	0	0	0	220,571,407	0
NC3A Admin Bud	328,414,511	0	0	0	328,414,511	0
<b>TOTAL</b>	<b>32,786,209,788</b>	<b>32,786,209,788</b>	<b>494,857,335</b>	<b>494,857,335</b>	<b>33,281,067,123</b>	<b>33,281,067,123</b>

## NSIP - GLOSSARY OF TERMS

<b>Alliance Operations and Missions (AOM)</b>	Alliance Operations and Missions Requirement is the military capability NATO needs to be able to accomplish its missions and operations.
<b>Authorised Nation (AN)</b>	Ally or Agency or Strategic Command receiving the authorisation and therefore responsible and accountable for the implementation of the NSIP.
<b>Audit - Project</b>	The NSIP Project Audit is an examination of the project accounts presented by the HN, in order to enable the Council and, through their Permanent Representatives, the Governments of member countries to satisfy themselves that common funds have been properly used for the settlement of authorised expenditure.
<b>Authorised Scope</b>	The Investment Committee authorises Nation/Agency to implement specific works (build a hangar, procure and install 25 radios, etc). The specific works ("what") are known as the physical scope, and the amount of funds the AN may commit ("how much") is known as the financial scope.
<b>Authorised Funds</b>	The maximum amount of funds an AN is allowed to spend.
<b>Call for Contributions (CfC)</b>	The Call for Contributions is issued four times per year, requesting nations to pay each other through multilateral compensation for a specified amount and currency based upon the cost share arrangement applicable.
<b>Capability Package (CP)</b>	<p>A Capability Package is a combination of national and NATO-funded assets and support facilities which, together, will enable a Major NATO Command to fulfil a specific military function or requirement. It is known as the tool used by the resource community to provide a capability needed by the Strategic Commander to fulfil a military requirement.</p> <p>An approval of a Capability Package results in the programming of common funds needed to complete NSIP projects proposed in the CP.</p>
<b>Capability Package Implementation Plan (PIP)</b>	The Capability Package Implementation Plan is a document produced for the IC upon approval of the CP which outlines the implementation and expenditure profiles for the projects in the CPs. It has the aim to help the HN to understand better the requirements (shortfalls, corrections, O&M costs), to refine the schedule and indicate a baseline against which the implementation progress of the CP and of the individual projects can be measured.
<b>Certificate of Final Financial Acceptance (COFFA)</b>	<p>A Certificate of Final Financial Acceptance is a certificate issued by the International Board of Auditors, per sub project, when the project outputs/projects deliverables have been formally accepted and the audit examination is completed.</p> <p>The COFFA formally relieves HN of any further accountability for funds authorised and expended.</p>
<b>Common Funded Integrated Resources Information System (CIRIS)</b>	This is the NSIP database where any information concerning the programme is stored.
<b>Common Funding (CF)</b>	Common Funding are formal arrangements which have been put in place whereby member nations, collectively, provide funds to NATO. There are three different types of CF in NATO: the Civil Budget, the Military Budget, and the NSIP.

<b>Completed project</b>	Financially completed projects have received a COFFA from the IBAN and the list of completed projects has been to the IC for agreement.
<b>Contributions</b>	Contributions, as approved by the IC, are the amounts paid and received by the participating nations in accordance with the agreed cost sharing arrangements.
<b>Contribution ceiling</b>	The contribution ceiling is the NAC-approved upper limit on the funds to be contributed by the member nations during a calendar year.
<b>De-authorisation</b>	A de-authorisation is the reduction of scope and/or funds within a project.
<b>Decision sheets</b>	Decision sheets record the decisions reached by a committee/board.
<b>Excess/Shortfall</b>	Difference between the forecasts paid and the actual expenditure reported by Host Nation for the same period. This was previously referred as carry forward.
<b>Expenditure</b>	Level of expenditure incurred for the implementation of an NSIP funded project.
<b>Expenditure rate</b>	The expenditure rate is the ratio of the amount actually expended in a period compared to the amount that was forecasted for the same period.
<b>Financial Increments</b>	For large project, the IC may initially authorize full scope and a reduced amount in financial funds, which is also called Financial Increments. Financial Increments are partial financial authorisations and are the disbursement authority for funds.
<b>Forecasts of expenditure</b>	Amount forecasted by Nations/Agencies to be expended during the life time of an NSIP funded project. Forecasts of expenditure are provided per quarters/years in the NSIP database (CIRIS).
<b>International Board of Auditors for NATO (IBAN)</b>	The IBAN is the independent, external audit body of NATO.
<b>Investment Committee (IC)</b>	The Investment Committee is one of NATO's Resource Committees and responsible for the implementation of the NSIP, either from Capability packages as screened by the RPPB and approved by the NAC or from the delegated authority granted to IC for Alliance Operations & Missions or Minor Works/Urgent Requirements.
<b>Latest Cost Estimate (LCE)</b>	The Latest Cost Estimate is the sum of the amount already expended plus the future expenses forecasted by the HN in its Quarterly Financial Report. The LCE is the total estimated cost to bring the NSIP project to completion.
<b>Latest Cost Estimate (LCE) remaining to be spent (RTBS)</b>	This is the amount of LCE unspent i.e. Latest Cost Estimate minus Expenditure
<b>Lump Sum</b>	A Lump Sum can be defined as a fixed, once and for all, comprehensive authorization. .granted when it is very difficult and impractical to separate the NATO scope from the national scope. Once a nation has received a lump sum contribution it has no further claim on NATO for cost over runs and must complete the works from its own resources.
<b>Lump Sum conversion</b>	Process of converting a normal authorization into a lump sum due to lack of documentation or in the framework of accelerated closure. Those lump sum conversions are not subject to audit by IBAN.

<b>Medium Term Resource Plan (MTRP)</b>	The Medium Term Resource Plan is the primary document used for short to medium-term resource planning and is prepared and approved by NAC on an annual basis. It provides a comprehensive overview of and forward look on activities requiring Common Funding and covers the three NATO resource pillars of investment, O&M and manpower. The MTRP makes recommendations on the resources to be allocated to the Military Budget and the NSIP for the budget year and to set NSIP planning figures for a five-year outlook period.
<b>Minor Work</b>	A Minor Work is defined as discrete project, straightforward, self-standing and completely usable, not part of a currently proposed project and not the planning or a consulting aspect associated with a larger project. Minor Works must be in line with the current guidelines for CF. Ceiling, per MW, is currently set at EUR 750,000.
<b>Physical scope (including released and cancelled)</b>	The physical scope describes the exact nature and range of the work supported for authorisation by the IC with a breakdown of the cost estimate by items as set out in the screening document prepared by the IS. Released Physical scope: when financial scope has been authorised granting contracting authority. Cancelled Physical scope: when physical scope is no longer required.
<b>Prefinancing</b>	Prefinancing is a procedure by which a HN may declare to NATO its intention to fund from national resources a project which may later qualify for NSIP funding. In this manner the project avoids being classified as “a posteriori”.
<b>Programming</b>	There are 4 types of programming a project. The CP and SAP project process follow the same format of programming. The CPs and SAPs are reviewed by the RPPB and the MC and formerly approved by the NAC. The Minor Works, Urgent Requirements and Alliance Operations & Missions for which programming authority has been delegated to the IC, the projects are considered programmed as from the time of the first IC authorisation against the project.
<b>Requirement Area</b>	Grouping of NATO strategic objectives
<b>Stand Alone Project (SAP)</b>	A SAP is one of the 3 special ways of programming beside the CP-method and is handled in exactly the same way as a CP. A SAP submission is the means to programme NSIP funds for a project that is not part of a larger capability. From a staffing viewpoint, a SAP is a CP with just one project.
<b>Urgent Requirement (UR)</b>	Urgent requirements are programmed by the IC under delegated authority and are not part of a CP or SAP project for reasons of urgency (AOM are also considered URs). URs are military requirements that are in line with CF guidelines. They are based on operational, safety, economic and environmental considerations and need to be implemented promptly to ensure that the current operational capability is maintained. URs are authorised on a case by case basis by the IC.
<b>Virtually completed projects</b>	A project is considered Virtually completed when its expenditure exceeds 90% of the Latest Cost Estimate or when it is a completed projects not yet certified or certified but not yet included in a List of Completed Projects.

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