



# SELLING TO THE MoD

Defence  
Suppliers Service



EDITION 11



Smart Acquisition



e-Business



Contact Points

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# MOD DEFENCE CONTRACTS BULLETIN

INCORPORATING MOD WORKS SERVICES OPPORTUNITIES

Defence Suppliers Service

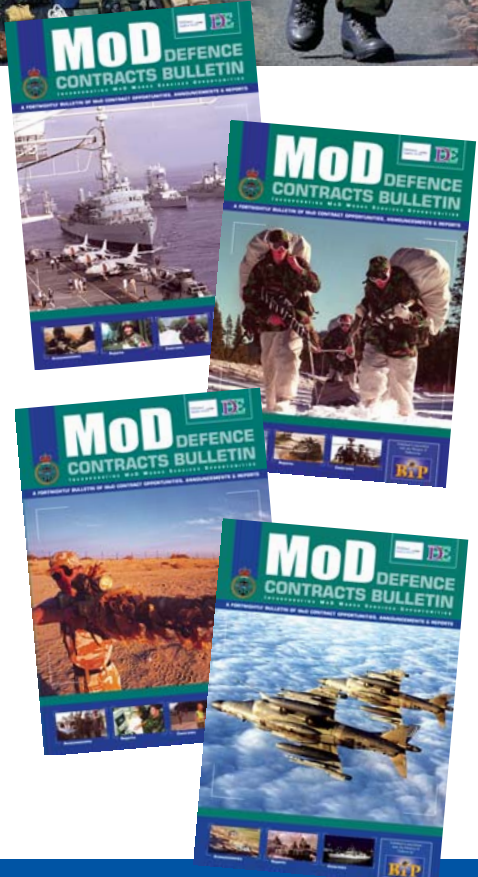


A FORTNIGHTLY BULLETIN OF MoD CONTRACT OPPORTUNITIES, ANNOUNCEMENTS & REPORTS



Defence Suppliers Service

DEFENCE ESTATES  
Delivering Estate Solutions to Defence Needs



**MoD Defence Contracts Bulletin** is the only official contract notice magazine for the procurement of goods and services by the Ministry of Defence. No other organisation in the UK spends more - from paperclips to battleships, the MoD probably has a need for your product or service! Distributed extensively throughout the MoD procurement community, **MoD Defence Contracts Bulletin** is the quickest way to identify your company's next business opportunity.

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**FACILITATING BUSINESS WITH GOVERNMENT**

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# THE DEFENCE MISSION

## PURPOSE

### THE PURPOSE OF THE MINISTRY OF DEFENCE, AND THE ARMED FORCES, IS TO:

- defend the United Kingdom and Overseas Territories, our people and interests;
- act as a force for good by strengthening international peace and security.

### TO ACHIEVE THIS, WE:

- make a vital contribution to Britain's security policy and its promotion at home and abroad;
- direct and provide a defence effort that meets the needs of the present, prepares for the future and insures against the unpredictable;
- generate modern, battle-winning forces and other defence capabilities to help:
  - prevent conflicts and build stability;
  - resolve crises and respond to emergencies;
  - protect and further UK interests;
  - meet our commitments and responsibilities;
  - work with Allies and partners to strengthen international security relationships.

### SUCCESS DEPENDS, ABOVE ALL, ON OUR PEOPLE. WE MUST:

- recruit and retain the best people for the job from a diverse society;
- train, motivate and equip them properly;
- manage with care, ensuring that the demands on individuals and their families are reasonable;
- develop careers in defence and skills for life.

### IN ALL THIS WE MUST:

- make every pound count for defence to ensure that the defence budget is used to best effect;
- develop a Joint approach, harnessing the three Armed Services, defence civilians and all our resources to deliver the defence mission;
- be open, flexible and creative in the way we work;
- encourage British defence technology, science and industry;
- help protect the natural environment;
- be an active part of the wider community which we serve and in which we live.



## INTRODUCTION

Every year MoD spends around £15 billion on a vast range of goods and services to equip the Armed Forces and to meet Defence Estate management requirements. MoD spends so much because it has over a quarter of a million Service personnel stationed throughout the world. They need clothing and their homes need furnishing, their windows need cleaning and their bins need emptying. They require sports facilities for their leisure time. MoD's medical, dental, fire and police services need equipment, its bands need musical instruments and its vehicles need fuel and spare parts. MoD is British industry's largest single customer. To give you an idea of the breadth of its purchasing, on average over the last three years, of the £15 billion spent on goods and services, over 70% by value of the requirements have been placed as a result of competition and over 90% by number of those commitments are valued at £100,000 or less.

MoD presently has around 32,000 suppliers. This is a significant management task and, in common with many private sector companies, MoD is seeking to rationalise its supplier base. For example, as part of the Smart Acquisition initiative, the approach MoD is taking with the NPP0 in the general stores area (e.g. tools, tapes, adhesives, packaging and consumable material, photographic requirements, metals, paints, general engineering hardware, furniture, batteries, tyres, signage and labels) is to reduce the number of direct suppliers through aggregation and rationalisation of requirements. MoD will place fewer but larger contracts with Industrial Prime Vendors (IPVs). There will be the same volume of business available to companies previously involved in the supply of items in this commodity range. They will, however, need to establish new relationships with the Industrial

Prime Vendors (IPVs) rather than with MoD directly. MoD will seek the optimum value for money balance between opportunities for direct supply and its aim of reducing its supplier base. There will be broadly the same value of opportunities to meet defence requirements but these may be increasingly through indirect relationships as sub-contractors to IPVs. For further information on IPVs and the NPP0, please see page 14. MoD's objective is to obtain the best long-term value for money in its contracts and it has around 1,800 buyers committed to purchasing high-quality goods and services at the most economic prices and best value for money terms. Quality and reliability are also particularly important to MoD: to compromise them could put Service personnel at risk and lead to increased costs for maintenance, repair and replacement. As well as offering quality, MoD wants firms competing for work to be as innovative as possible – suppliers who make the most efficient use of industrial resources.

As with any large organisation, set procedures have been laid down which must be followed if companies wish to sell to MoD. The aim of this brochure is to guide companies through some of the steps they need to follow if they wish – either directly or indirectly – to sell to the MoD.

To assist companies from the UK and overseas who are looking to the MoD as a potential market for their goods and services, the Defence Suppliers Service (DSS) exists to provide information and help. The DSS responds to direct enquiries from companies and is able to provide advice and guidance about becoming a defence supplier to industry at seminars, exhibitions and "Meet the Buyer" events. This brochure is part of the DSS's approach and it is hoped that companies will find it helpful.

## SMART ACQUISITION

The Smart Procurement Initiative was launched following the Strategic Defence Review (SDR) in 1998 to drive out cost and programme overruns and to cut the time for key new technologies to be introduced into the front line where needed. The term Smart Acquisition was launched by the Secretary of State for Defence in October 2000 to reflect the emphasis on improving the whole acquisition process from cradle to grave.

The acquisition community consists of customers – the Equipment Capability Customer within the MoD and the users in the front-line commands; and our internal suppliers – primarily the Defence Procurement Agency (DPA) and the Defence Logistics Organisation (DLO) for equipment and those in the Top Level Budget areas and Agencies for non-equipment. Some 130 Integrated Project Teams have been established to date which are responsible for ensuring that we secure best value for money by balancing time, costs and performance.

Our relationship with industry continues to be a vital component of Smart Acquisition. Obtaining the greatest advantage from competitive leverage at prime and sub-contract level remains MoD's primary tool in defence acquisition. The MoD's aim is to achieve a tough but co-operative partnership rather like those between top-performing companies and their suppliers, with both sides working together to mutual benefit. This is in line with the Government's new defence industrial policy, which was launched last year.

Industry is fully involved with the Integrated Project Teams. Many teams have industry personnel co-located with them on either a full-time or part-time basis. In fact some of the Integrated Project Team Leaders are from industry.

More information about Smart Acquisition can be accessed through the Acquisition Management System. This is available to all on the Internet at [www.ams.mod.uk](http://www.ams.mod.uk) Within the MoD it is hosted on many intranets.

## HEADQUARTERS CONTRACTS

MoD places around £15 billion worth of contracts each year, covering a full range of goods and services.

Acquisition offices around the country place a significant number of new contracts each year. In the event of a contract requiring the use of sub-contractors, responsibility for their selection and supervision rests solely with the prime contractor.

If you are able to take on this role and demand the same high standards that MoD does, then your company may be prime contractor material. In return, MoD matches the exacting standards it expects with fair terms and conditions and payment is prompt.

### How to get involved

*MoD Defence Contracts Bulletin* (see page 6) is a valuable source of information for would-be suppliers: it is MoD's "shop window", publishing details of contracts

under Possible Future Purchases, Tenders Invited, Contracts Awarded and Sub-Contract Opportunities. With the exception of food and fuel purchases, it includes announcements of major MoD requirements with an estimated value in excess of £500,000 (£250,000 for clothing and consultancy work). The Bulletin is available on subscription direct from the publisher – see page 21. To be invited to tender for the majority of MoD's headquarters contracts, your company would, in the past, have been required to be on the MoD Defence Contracts List (DCL). With the MoD's increasing reliance on third party quality assurance certification, the DCL was abolished in the mid 1990s and there is no longer an approved suppliers list.

## SUB-CONTRACTS

There are significant sub-contract opportunities created as a result of the many new headquarters contracts awarded annually, involving a huge variety of goods and services. Increasingly this will be the main way for smaller companies to become involved in the defence market.

MoD adopts an "eyes on – hands off" policy whereby it does not usually get involved in negotiating sub-contracts. The prime contractor is responsible for his supply chain and ensures that the MoD's policy of competitive tendering at sub-contract level and long-term value for money is carried out. MoD also regards it as important that a prime contractor's "in-house" elements should compete for all aspects of work against the capabilities of external sources of supply.

### How to get involved

The MoD Defence Contracts Bulletin (see page 6) promotes sub-contract

opportunities, helping to link interested sub-contractors with prime contractors. Published fortnightly, the Sub-Contract Opportunity section provides details of MoD's prime contractors' requirements for possible sub-contract opportunities. Also, under Tenders Invited, it lists major suppliers at the time they are likely to be seeking tenders from sub-contractors. It also lists Possible Future Purchases. The Bulletin is available on subscription direct from the publisher – see page 21.

In addition, the DSS produces a separate list of the major defence contractors which provides useful contact points for firms interested in sub-contracting. This is available from the DSS.

MoD and the Defence Industry have agreed a series of Codes of Practice to promote amongst other things, equality of opportunity and treatment within and between members of MoD's supply chain. (see [www.ams.mod.uk](http://www.ams.mod.uk))

## QUALITY ASSURANCE

If a particular quality standard is indicated in the requirements, companies wishing to tender for MoD contracts must be certified to, or be willing to be certified to, that standard. Usually the quality standards indicated in the requirements belong to the ISO 9000 series. Certification must be obtained from a third party Certification Body accredited by the United Kingdom Accreditation Service (UKAS). UKAS is the only UK national accreditation service recognized by the UK government for third party bodies undertaking the certification of products, personnel or systems, including environmental management and audit systems for laboratories performing tests and calibrations. The MoD also accepts the accreditation of certification bodies by accreditation organizations recognized by UKAS as equivalent to that of UKAS.

The MoD encourages the use of the QA Register published by TSO for selection of potential tenderers. It is a record of companies that have achieved a quality standard from UKAS accredited certification bodies. Although it lists over 84,000 companies who are committed to high standards of quality assurance, not all companies that have achieved certification are listed. For those that are listed, it

gives full company details, the assessment body and the standard they have achieved and central to each entry is the scope of the certification.

A new issue of the ISO 9000 series was published in December 2000, which takes the place of ISO 9001:1994, ISO 9002:1994, and ISO 9003:1994. During the three year transition period either ISO 9001:2000 or ISO 9001:1994, ISO 9002:1994, or ISO 9003:1994 standards will be acceptable to MoD. For the purpose of tendering for MoD contracts the following equivalencies will apply:

ISO 9001:1994 is equivalent to ISO 9001:2000

ISO 9002:1994 is equivalent to ISO 9001:2000 (excluding paragraph 7.3)

Certificates to the ISO 9001:1994, ISO 9002:1994, and ISO 9003:1994 standards will not be acceptable after the end of the three year transition period in December 2003.

The MoD reserves the right at all times to conduct sufficient investigation to determine the credibility of accredited quality certificates offered by suppliers. Should it be necessary, the MoD will conduct its own assessments or take action to have the credibility of the certification verified.



The cover features the MoD crest on the left. The main title 'MOD DEFENCE CONTRACTS BULLETIN' is in large white letters on a green background. Below it, 'INCORPORATING MOD WORKS SERVICES OPPORTUNITIES' is written in smaller white letters. At the bottom, a blue banner reads 'A FORTNIGHTLY BULLETIN OF MoD CONTRACT OPPORTUNITIES, ANNOUNCEMENTS & REPORTS'. In the top right corner, there are logos for 'Defence Suppliers Service' and 'DE'.

# MoD DEFENCE CONTRACTS BULLETIN

The MoD Contracts Bulletin was introduced in 1986 as a means of increasing visibility of the MoD's requirements, enhancing its supplier base and alerting potential prime and sub-contractors to forthcoming opportunities to bid for MoD's larger-value requirements. From November 2002, the MoD Contracts Bulletin and the Works Services Opportunities Bulletin were combined into a new MoD Defence Contracts Bulletin.

The Bulletin currently has over 5,000 subscribers and has developed into a particularly useful tool. The threshold for inclusion in MoD Defence Contracts Bulletin is that all requirements with an estimated value of more than £500,000 (or £250,000 in the case of consultancy, clothing and textile contracts) are advertised. Exemptions include requirements for food, fuel, nuclear weapons, toxic and radioactive agents and classified requirements.

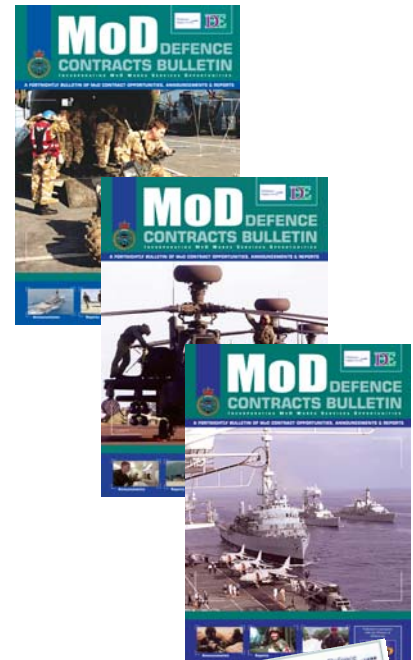
In order to give maximum publicity to its larger-value requirements and to give industry a greater opportunity to tender, the MoD Defence Contracts Bulletin is published fortnightly in accordance with Western European Armaments Group (WEAG) (see page 20) guidance.

The Bulletin sets out in an open, unclassified format Possible Future Purchases, Tenders Invited, Contracts Awarded and Sub-Contract Opportunities. In addition to containing information on how to tender for MoD Contracts, MoD Defence Contracts Bulletin contains announcements and MoD-related reports.

It can be obtained as a paper copy, on CD-ROM and on the Internet via The MoD Procurement Portal ([www.contracts.mod.uk](http://www.contracts.mod.uk)) which is designed to assist and support both suppliers and buyers within the defence industry, providing access to a wide variety of information at differing levels from free access to subscription services for suppliers and approved access for buyers.

Within the portal you will find a vast range of information relating to dealing with the MoD, including Guidelines for Industry, Contact Points and a wide variety of links to other procurement-related information.

Subscription enquiries should be directed to Business Information Publications Ltd, whose address and contact details can be found on page 21.



# A NOTE ON OVERSEAS COMPETITION

The United Kingdom, as a Member State of the European Community (EC) and a signatory to the Agreement on Government Procurement (GPA), has to meet certain international obligations relating to public procurement which are intended to open up markets within those countries and provide open and fair competition.

The MoD, along with other government departments, is subject to the requirements of EC Public Procurement Directives covering supply, works and service contracts. Each Directive specifies advertising and selection procedures which have to be followed for certain contracts over particular thresholds. The current thresholds are as follows:

<b>Supplies</b>	WTO GPA goods (Schedule 2 of the Supply Regulations)	£100,410	(€162,293)
	All other goods to which the Supply Regulations apply	£154,477	(€249,681)
<b>Works</b>	Subsidised works contracts (Regulation 23 of the Works Regulations)	£3,093,491	(€5,000,000)
	All other works contracts to which the Works Regulations apply	£3,861,932	(€6,242,028)
<b>Services</b>	Part A services (except R&D and those telecommunications services listed below)	£100,410	(€162,293)
	R&D, television and radio broadcast (CPC 7524), interconnection (CPC 7525) and integrated telecommunications (CPC 7526) services	£123,740	(€200,000)
	Part B services	£123,740	(€200,000)
	Subsidised services contracts (Regulation 25 of the Services Regulations)	£123,740	(€200,000)

The Regulations giving effect to the Directives require MoD to advertise contracts for non-warlike supplies above these thresholds in the Official Journal of the European Communities which is available daily from Luxembourg. Business Information Publications Ltd can arrange a subscription – see page 21. Some Chambers of Commerce and reference libraries may have copies. The Department of Trade & Industry also publishes details of EC contracts and information on opportunities overseas through Export Intelligence.

Some other European nations publish their own Contracts Bulletins, details of which can be found on page 22. See also information relating to the Western European Armaments Group (WEAG) on page 20.

#### For further information contact:

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(+352) 29 29 42 670

Email: [mp-ojs@opoce.cec.eu.int](mailto:mp-ojs@opoce.cec.eu.int)

## LOW VALUE PURCHASES

Low Value Purchasing (LVP) Officers are responsible for purchasing “off the shelf” goods and services to aid the day-to-day running of their Unit/Establishment. It is their responsibility to ensure that the items they purchase meet the Value for Money (VfM) criteria laid down by the MoD. Every MoD Unit/Establishment will have an LVP Officer, therefore there is a likelihood that there will be an LVP Officer in your area.

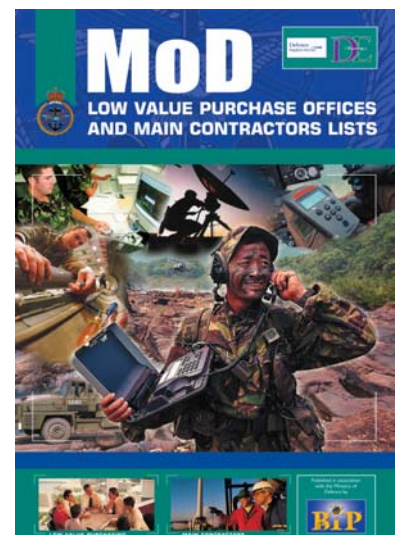
As their title suggests, LVP Officers only have delegated authority to purchase items of “low value”. This is defined as under £5,000, as it links into the limits set by the small claims court. However, not all LVP Officers will have a £5,000 delegated authority; many are only delegated a limit of a few hundred pounds.

Procedures for selecting companies are informal. LVP Officers will select companies via a number of different routes, including local Yellow Pages and trade catalogues. Companies wishing to make themselves known to LVP Officers should put their details in writing, enclosing a catalogue or leaflet if possible. A

list of LVP Officers can be obtained from the DSS.

#### DO NOT RING LVP OFFICERS DIRECT

Many orders at the lower end of the pricing scale are placed with minimum formality, with quotes being sought and accepted either over the telephone or by fax or Internet. It is the LVP Officer’s responsibility in the first instance, providing the VfM criteria is met, to use the Government Procurement Card (GPC), a VISA purchasing card, as the “first choice” purchasing tool. The GPC is a smarter method of purchasing low-value items and it provides excellent Management Information. This may include line item detail and VAT information, and for this reason the GPC has been embedded in Enabling Contracts as the payment mechanism. Companies wishing to become VISA-enabled can contact any high street bank. In cases where goods or services conforming to a particular quality standard are required, a company will have to show that they meet that requirement.





**BY SIMON LYDIARD,  
COMMERCIAL POLICY  
ADVISER ON E-BUSINESS.**

# GUIDING DEFENCE THROUGH E-BUSINESS



## INTRODUCTION

In recent years the Ministry of Defence and its industrial partners have made rapid progress in adopting electronic business techniques to conduct commercial relationships.

This has raised a number of challenges for commercial models, and for understanding how these new tools and techniques are affected by law. Working with colleagues within the Ministry and Government and from several of our industrial partners and trade associations, I have attempted to draw together a top-level guide – *Defence e-Business: Understanding the Commercial Issues*.

A keynote address by Dr Lewis Moonie MP, Parliamentary Under-Secretary of State for Defence (and e-Defence Minister), at a conference in May 2003 explores the content of this guide.

## WHAT IS E-BUSINESS?

The subjects discussed in the guide, and the terminology used, often prompt a good deal of confusion. In the field of e-Business, a number of terms seem to be used interchangeably – e-Commerce, e-Business, e-Procurement etc. In a fast-changing environment it is not surprising that one of the fastest areas of growth is in the creation of new “buzzwords”.

On the whole it is not necessary to worry unduly about different terminology.

*However, there is one distinction which is worth making; for the purposes of the guide, we take the phrases e-Commerce and e-Business to mean:*

- e-Commerce is the electronic conduct of buying and selling activity, usually associated with websites from which consumers purchase goods or services (known as b2c – business to consumer), but it is also used in relationships between businesses, often employing private networks (b2b – business to business).
- e-Business is a broad term, embracing all of the individual “e” tools and techniques. It is usually taken to mean the integration of electronic processes beyond buying and selling activities, e.g. full integration into organisations’ ERP (Enterprise Resource Planning) systems.

## BENEFITS & RISKS

e-Business must be about delivering benefits. It is not about applying electronic techniques just to be fashionable. Many of the benefits are articulated in the guide. However, there are some generic benefits to be realised which fit broadly into the SMART Acquisition philosophy of “Faster, Better, Cheaper”.

- **FASTER:** The application of e-Business techniques enables business process re-design, using electronic tools to speed up processes, often through automation;
- **BETTER:** Working electronically enables people to be liberated from routine tasks. The computers do the drudgery, freeing up human intellect and creativity. It also offers improvements in traceability and audibility;
- **CHEAPER:** Automation and taking manual intervention out of the equation can lead to reduced costs.

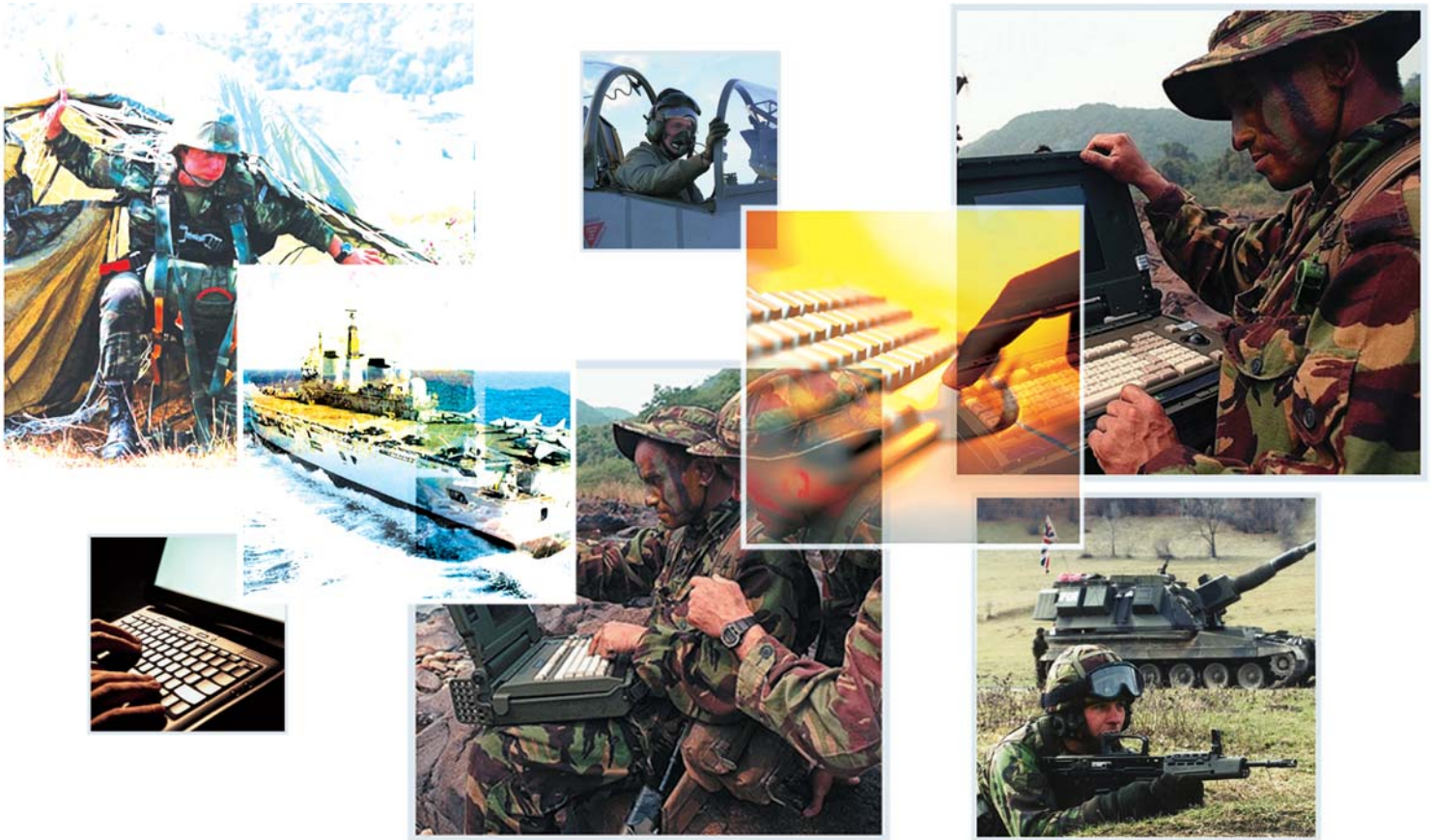
There are also broader, governmental benefits in adopting e-Business techniques. Public sector procurement organisations can be exemplars, using their purchasing power to encourage the adoption of e-Business techniques, thereby assisting the development of the UK marketplace.

To encourage government departments to engage in this process, the Government aims to undertake all service provision electronically by 2005. Ultimately, however, decisions on using particular techniques have to be based upon the business value that they deliver.

Working in this new environment is not without its risks. For example, in the Defence Sector, the UK is working on the boundary of new developments, pushing the agenda forward. We are encountering new issues well ahead of other areas.

A major risk is that, unlike most manual business processes, e-Business is often supported by one or more third parties, who are not part of the usual business relationship – for example providers of exchange services like the Defence Electronic Commerce Service (DECS) and EXOSTAR. These third parties have to be recognised in business relationships and there has to be clarity about responsibilities for risks and liabilities.

An area which one would expect to figure large in the MoD’s



implementation of e-Business is national security. It certainly does present challenges; however, we have clarified our policy so that commercially sensitive material does not have to carry the full weight of national security protection. This makes it possible for us to design pragmatic solutions, meeting our obligations to industry to protect their commercial information without imposing burdensome security requirements.

While there are new risks to be addressed as a result of implementing e-Business, merely from the use of electronic transactions, all the normal rules, legal principles and rules of business in a non-electronic environment continue to apply.

## E-BUSINESS IN DEFENCE

MoD and its major industrial partners are committed to employing e-Business techniques in their trading and collaborative relationships. The Department has published an e-Business strategy and many of the major Defence contractors also have strategic visions of how they are employing or intend to employ e-Business.

## JOINED-UP GOVERNMENT

The MoD works closely with other government departments and agencies to ensure that its application of e-Business takes into account wider government interests. The Department's e-Business strategy is approved by the Government's e-Envoy, with whom it has a close working relationship. MoD also works closely with the e-Commerce Team at the Office of Government Commerce (OGC).

## MoD AND INDUSTRY WORKING TOGETHER

There are a number of committees, organisations and initiatives in the e-Business arena demonstrating the desire of MoD and its industrial partners to work together for mutual benefit. For example, the UK Council for e-Business (UKCeB) sponsors several Working Groups that look in detail at specific aspects of e-Business, such as Information Management and the Export Control of Intangibles.

A working group has been formed to drive forward commercial policy on e-Business, ensuring that risks and liabilities are addressed and allocated fairly.

It is also a forum for new ideas and an opportunity for industry representatives to influence MoD thinking and keep up to date with new developments. I chair the working group jointly with David Scillitoe of the CBI. It is composed of stakeholders from the Defence industry, e-Business service providers, as well as MoD itself and other central government organisations, such as the e-Envoy and the OGC.

Key to MoD's commercial implementation of e-Business is the development of standard contract conditions that facilitate the agreement of contracts enabling MoD and industry to take advantage of e-Business techniques. This is a challenging subject, and the more we can work from a standard toolset of conditions the quicker we can get to contract. Of course, being realistic, this is an area of business where things can move very quickly, so we will never have all of the commercial issues completely worked out.

## THE GUIDE

*Defence e-Business: Understanding the Commercial Issues* explains the various applications and techniques that are in use or could be used in commercial relationships between the MoD and its industrial partners. It tries, in so far as is possible, to outline these in straightforward language, to explain their commercial significance, and to provide pointers to further information and contact points.

Due to the dynamic nature of the subject, and the fact that the guide references other, sometimes more detailed documents, it cannot be fully comprehensive. However, it does represent the first overview of the subject from a commercial perspective.

*Defence e-Business: Understanding the Commercial Issues* can be viewed by visiting the website [www.contracts.mod.uk](http://www.contracts.mod.uk) (and clicking on e-Business).

**If you would like to purchase a hard copy of the guide or require further details please contact:**

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# PURCHASE TO PAYMENT (P2P)

Purchase To Payment (P2P) is the electronic purchasing process that was introduced in 2002 in the Defence Logistics Organisation (DLO) and the Defence Bills Agency (DBA). It is one of the measures introduced to help streamline the process by which the DLO buys goods and services from industry, and will deliver significant benefits to both sides. The intention is for P2P to be gradually introduced into other parts of the MoD.

**On P2P the ordering, receipting and payment for goods and services are carried out electronically. Two of the benefits of this for suppliers are:**

- quicker payment - once an invoice is submitted electronically payment can happen almost simultaneously, providing that the information submitted matches the order and receipt details already held on P2P for that item, and
- the elimination of the paper intensive MoD Form 640/AG173 process.

The default purchasing process for all new contracts let by the DLO will be P2P. Suppliers need to be aware of this when considering competing for work.

To trade on P2P suppliers must first register with the Defence Electronic Commerce Service (DECS), which acts as the interface between suppliers and the MoD. There is no charge for registering with DECS, nor is there any charge for trading over DECS. The connectivity options to DECS are – Internet, EDI, RLI or Exostar. Depending on the option chosen there may be some cost to the supplier for connectivity.

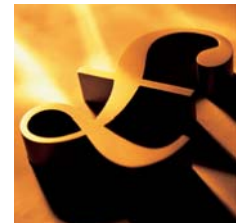
**To find out more about P2P and DECS please contact the DECS Help Desk on:**

Tel: **0870 241 3569**

Email: [decs.servicedesk@cgey.com](mailto:decs.servicedesk@cgey.com)

Or look at the DECS website at:

<http://www.d2btrade.com/>



## PUBLIC PRIVATE PARTNERSHIPS

Public Private Partnerships (PPPs) offer new ways of doing our business more efficiently, making best use of the available skills in the public and private sectors to deliver better defence services in support of the Front Line. They sit alongside other forms of improved procurement practices including Smart Procurement.

The MoD's approach is pragmatic, with the emphasis on encouraging innovation through commercial and in-house solutions depending on whichever is better placed to deliver required services at best value. There is no predisposition towards either the public or the private sector.

The main driver is the better use of resources in Defence and the maintenance or enhancement of operational effectiveness. Projects must take that aspect into account before proceeding, along with other issues such as the impact on the chain of command and service discipline.

### PPPs IN THE MoD EMBRACE:

- PFI, where the private sector creates or acquires a capital asset and delivers a stream of services to MoD;
- Outsourcing, where MoD contracts for services;
- Marketing of irreducible spare capacity, under the Government's Wider Markets Initiative; and
- Strategic partnerships between MoD and key suppliers.

Defence Estates' Prime Contracting ("Smart Construction") also comes under the PPP umbrella.

The Private Finance Initiative (PFI) is central to the MoD's approach to PPPs. MoD has a rich, wide-ranging PFI programme that includes accommodation,

training, equipment, logistics, communications and utilities. To date, 45 deals have been signed that have brought over £2.3 billion of private sector investment into Defence. (Where figures are available, they are on average 10% cheaper than the cost of delivering services in-house (the public sector comparator).)

The deals signed to date include seven training simulator projects, some of which are up and running. The Medium Support Helicopter training facility has attracted excellent reports, with the Joint Helicopter Command delighted with performance, and the feedback from trainees is very positive. The Hawk training simulator has similarly received excellent reviews.

The Directorate for Broadening Smart Acquisition (DBSA) acts as the MoD's central focal point, providing advice and support in assessing the potential for and implementation of a wide range of PPP initiatives. The DBSA website provides information on the MoD's approach to PPPs and holds a database of all MoD PFI projects.

**General queries about PPP in the MoD should be addressed to:**

Directorate for Broadening Smart Acquisition (DBSA)  
Ministry of Defence  
2nd Floor OPA  
St Giles Court  
St Giles High Street  
LONDON WC2H 8LD

Fax: **0207 218 0223**

Website: <http://www.mod.uk/business/ppp/index.htm>

# DEFENCE PROCUREMENT AGENCY (DPA)

“Equipping the Armed Forces” is the Defence Procurement Agency (DPA)’s central mission. It procures new equipment for the Armed Forces and provides other procurement-related services to its customers. Based at AbbeyWood in north Bristol, the DPA was launched on 1 April 1999 as an Executive Agency of the Ministry of Defence, replacing the MoD Procurement Executive.

**Summarised, the DPA’s objectives are to:**

- buy weapons systems and platforms and manage major upgrades
- deliver projects within defined performance, time and cost bands
- provide certain procurement-related services, guidance and standards
- participate in the UK’s military nuclear programmes

With an annual budget of £6 billion, the DPA is the single biggest purchaser of manufactured goods in the UK. At any one time, its 4,300 staff are managing more than 13,000 contracts, ranging from the purchase of submarines to small parts for a field radio. For the financial year 2000/2001 the DPA delivered equipment to the Armed Forces valued at over £3.5 billion. New equipment that entered service during the year included the Hercules C130J transport aircraft, the Apache Attack Helicopter and the Merlin HC Mark 3 Support Helicopter.

Further information can be found at: [www.mod.uk/dpa/index.html](http://www.mod.uk/dpa/index.html)

# DPA



# DEFENCE LOGISTICS ORGANISATION (DLO)

In 2000 the separate logistics functions of the Army, Royal Navy and RAF were fused into one, and the Defence Logistics Organisation (DLO) was formed.

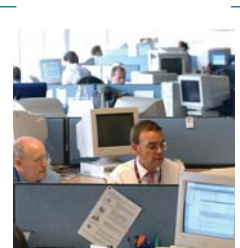
With its mission “to sustain UK capability, current and future”, the DLO spends approximately £8.7 billion a year to support the Front Line – a figure that puts the organisation in the company of the FTSE 100 in terms of turnover. In essence the DLO is responsible for keeping the Services fully equipped and ready to act at any time, in war or peace. This means two things: first, keeping the Armed Forces supplied with everything, from food and fuels to medicines and missiles; and second, maintaining its equipment, from battleships and submarines to tanks and jets.

With 28,500 people employed to carry out its task, the DLO is the single largest organisation in the

MoD. At the core of the DLO are the Integrated Project Teams (IPTs) which are at the heart of supplying and supporting Britain’s Armed Forces. These teams fall into the five business units of Equipment Support (Land), Equipment Support (Air), The Warship Support Agency, the Defence Communication Services Agency and the Defence Supply Chain. Each of these divisions is charged with a distinct task. Together they keep our Armed Forces moving.

With the recent deployment of troops, life at the DLO is currently very busy. Yet, with its past record for providing good support and a programme of change management designed to make it even better in future, the Front Line can rest assured that it is receiving world-class support.

Further information can be found at: [www.mod.uk/dlo/index.html](http://www.mod.uk/dlo/index.html)



# DEFENCE ESTATES

Defence Estates (DE), formerly known as Defence Estates Organisation, is the MoD's in-house Estates Management body, providing professional advice across the Department on all aspects of Works Services, Land Services and Disposals. DE also acts as MoD's interface with the Construction Industry to place contracts across the Department.

## CONSTRUCTION WORK

Ranges from new builds on a design and construct or traditional basis, to refurbishment of existing Defence Estate infrastructure.

## PRIME CONTRACTS

Construction work where a prime contractor will have overall responsibility for the management and delivery of a project, including co-ordinating and integrating the activities of his sub-contractors to meet the overall specification efficiently, economically and to time.

The prime contractor is responsible for the selection of his sub-contractors, and the management of the procurement programme. He will be responsible for the co-ordination of the design process in order to meet the specification and the project programme, and for the overall system engineering and testing. Accordingly, the prime contractor will be responsible for the planning, programming, and cost control of the project, and will provide the client with the means of oversight. In summary, the prime contractor is responsible for delivery of the project on time, within budget and to the agreed quality and, where appropriate, for demonstrating the operating costs.

## PROPERTY MANAGEMENT

The term Property Management covers all maintenance and minor new works below £240,000 (exclusive of VAT). The requirements for this type of work fall into two distinct categories:

### ESTABLISHMENT WORKS CONSULTANCY (EWC)

EWCs provide professional advice about maintenance programmes and ensure that various specialist and statutory inspections are properly carried out. Commissions for such work will cover defined geographic locations and will normally be for a period of five years.

### WORKS SERVICES MANAGEMENT (WSM)

WSMs arrange maintenance and minor works at a defined site or group of sites by competitive sub-contracting. Contracts are usually for a three-year period and involve a fixed management fee.

## PROJECTS

The term Project relates to work with a construction cost in excess of £240,000 (excluding fees and VAT). In such cases the MoD employs external Project Managers, multi-disciplinary organisations capable of managing the entire construction process from procuring and taking responsibility for the design through to site supervision and handover. Again, this type of work falls into two categories:

### TERM COMMISSIONS FOR PROJECT MANAGEMENT

For projects with a construction value less than £5,000,000 (excluding fees and VAT), the MoD awards term commissions for Project Management Services, linked to specific geographical areas.

### DISCRETE PROJECT MANAGEMENT

For projects with a construction value in excess of £5,000,000 (excluding fees and VAT), the MoD awards discrete contracts for Project Management Services.

## SPECIALIST SERVICES IN SUPPORT OF THE DEFENCE LAND AGENT

The contractual arrangements (in support of the activities of the Defence Land Agent) may be classified in any of the following categories:

- **Term Commissions:** Contracts let either by area or nationally for consultancy services on a variety of disciplines on a call-off basis. Duration one to three years. Work is not guaranteed and the amounts of work actually ordered may vary.
- **Consultancy Contracts:** Contracts for a specific professional service with a defined work package, to be priced on a lump sum or other appropriate means at the outset. These may include any or all of the disciplines for which Term Commissions are in place.
- **Enabling Arrangements:** Arrangements placed for one to three years for routine repetitive works services ordered on a call-off basis. Again, work is not guaranteed and the amount of work actually ordered may vary considerably from that indicated in the tender.
- **Works Contracts:** Contracts for a fixed quantity of work priced at the outset with a lump sum. Values will not normally exceed £150,000. May cover aspects of maintenance, repair or construction works.

## TECHNICAL PUBLICATIONS

Specialist Services, DE Central Business Unit, publishes guidance on technical standards, performance specifications and procedures in the form of Technical Bulletins and Stationery Office Publications. It also reviews and advises on the suitability of commercial publications for application on MoD works.

The Index is an essential tool for any consultant or contractor tendering for or involved with MoD works projects or property management.

**If you require further information concerning DE Technical Publications contact:**

DE Information Centre  
Blakemore Drive  
SUTTON COLDFIELD  
B75 7RL  
Tel: 0121 311 3648

## REGISTERING FOR WORK

DE requirements are advertised in MoD Defence Contracts Bulletin and, where appropriate, the Official Journal of the European Communities. Companies wishing to express an interest must do so in writing, providing the information requested, to the contact point specified in the advertisement.

It is emphasised that companies wishing to express an interest must include all the information requested in the relevant advertisement. Companies will not be contacted for any information omitted from their response to the advertisement and subsequently their expression of interest will not be given any further consideration.

A pro forma, which should be used to express an interest in Property Management Contracts, is included in each edition of the MoD Defence Contracts Bulletin for this purpose.



# DEFENCE ESTATES

*Delivering Estate Solutions to Defence Needs*

DE utilises a database which is a Public Private Partnership between the Department of Environment Transport and the Regions and Capita, maintained on behalf of all government departments. This is: Constructionline – UK Register of Qualified Construction Services.

The service utilises the existing Constructionline database.

**Those firms and consultants who wish to be registered on the system should apply to the office below:**

Constructionline  
PO Box 6441, Basingstoke  
Hampshire RG21 7FN  
Tel: 0870 240 0152  
Fax: 01256 383899  
Email: [constructionline@capitagroup.co.uk](mailto:constructionline@capitagroup.co.uk)

## PROFESSIONAL SERVICES

**THE FOLLOWING LIST OF ENGINEERING DISCIPLINES (INCLUDING DESIGN) IS INDICATIVE OF THOSE REQUIRED TO FULFIL EWC/WSM DUTIES ON THE MOD ESTATE:**

### A. ELECTRICAL ENGINEERING

- High Voltage
- Low Voltage
- Domestic
- Industrial
- Heavy Engineering
- Aviation Ground Lighting
- Grading & Protection
- Lighting
- Power Generation

### B. MECHANICAL ENGINEERING

- Heating & Ventilation
- Air Conditioning
- Lifts
- Building Management Systems
- Doors Industrial
- Fuel Storage & Supplies
- Alarms & Security
- Building Services
- Energy Conservation
- Pipelines

### C. CIVIL ENGINEERING

- Building Construction & Maintenance
- Airfields – Hangars/Pavements
- Dams/Reservoirs
- Bridges
- Roads and Railways
- Drains and Sewers
- Dredging
- Hardened Structures
- Geotechnical Engineering

### D. STRUCTURAL ENGINEERING

- Masts & Towers
- Steelwork

### E. QUANTITY SURVEYING

- Contract Measurement/Valuation
- Project Management
- Audit/Review
- Financial Appraisals

### F. BUILDING SURVEYING

- Property Surveying
- Historical Buildings

### G. ENVIRONMENTAL ENGINEERING

- Public Health Engineering
- Water Supply
- Contamination/Pollution
- Asbestos Removal
- Environmental Management  
(incl Environmental Impact Assessment)

### H. ARCHITECTURE

- Architecture
- Landscape Architecture

#### For advice on Defence Estates:

Directorate of Contracts  
Defence Estates  
Blakemore Drive  
Sutton Coldfield  
West Midlands B75 7RL

Tel: **0121 311 2067/2164**

Fax: **0121 311 2027**

Website: [www.defence-estates.mod.uk](http://www.defence-estates.mod.uk)

# WARSHIP SUPPORT AGENCY (WSA)

The Warship Support Agency (WSA) was formed on 2 April 2001 from the Ships Support Agency and the greater part of the Naval Base Supply Agency, and is part of the Defence Logistics Organisation (DLO).

The WSA exists to provide logistics support to the Fleet and other maritime elements of the UK Armed Forces that have been passed into service for the Defence Procurement Agency. Its principal customer is the Royal Navy and the WSA ensures that RN ships and submarines and Royal Fleet Auxiliary vessels and supporting craft and equipment are available to meet operational requirements.

The WSA is the ultimate authority for all materiel support aspects of the Fleet, except aircraft, dumb munitions, food, clothing and fuel. In particular, this includes the support to the Strategic Weapon System and Nuclear Convoy task.

The WSA is subdivided into Integrated Project Teams and Business Units, most of which are responsible for the day-to-day task of managing aspects of maritime support and associated maintenance and upkeep contracts. These teams procure a wide range of equipment and services.

## HOW TO GET INVOLVED

For further details, please contact the Defence Suppliers Service (see page 21).

**Further information about the WSA and the procurement responsibilities of each of the Integrated Project Teams and Business Units can be obtained from:**

Warship Support Agency  
 Corporate Communications Group  
 Birch 1C, #3135  
 MoD Abbey Wood  
 Bristol BS34 8JH

Tel: **0117 91 32079**  
 Email: **spro.es.sea@gtnet.gov.uk**  
 Website: **www.mod.uk/wsa/index.html**

The NPPO who manages the supply of General Stores is part of the WSA.

Further information should be obtained from the NPPO Headquarters (see below).



# NPPO

The NPPO within the Defence Logistics Organisation (DLO) has been formed to bring innovative change to the procurement of the Ministry of Defence General Stores (GS) Inventory. The NPPO is in the process of appointing a small number of Industrial Prime Vendors (IPVs) who will supply and support discrete GS commodity groups. Currently the NPPO has appointed ten IPVs covering Tools; Adhesives, Tapes and Sealants; Packaging; Polymers; Metals; Photographic Equipment; Furniture; General Engineering Hardware; Stationery; and Electrical Components. Future requirements will cover commodity groups such as Soft Furnishings, Paints, Timber, Fasteners, Seals and Gaskets.

Incentivisation and partnering with industry are seen as key enablers in achieving success and the NPPO is keen to develop close working relationships with its IPVs. Generally an IPV contract will take the form of a Partnering Arrangement of five to seven years' duration and provide not only supply but also a range of value-added services including Rationalisation/Standardisation of Inventory,

Customer Support and Improvements to the Supply Chain. A capacity to trade electronically will be an essential requirement.

Opportunities exist for companies to become IPVs in their own right or to support IPVs at sub-contract level for the provision of goods or services within the GS commodity range. Contract opportunities will be advertised in the *Official Journal of the European Communities* and *MoD Defence Contracts Bulletin*.

**Further details are available from:**

NPPO  
 Spur 11  
 Block F  
 Foxhill  
 Bath BA1 5AB

Tel: **01225 883870 / 883856**  
 Fax: **01225 883575**  
 Email: **nppocomm1@wsa.dlo.mod.uk**  
**nppocomm2@wsa.dlo.mod.uk**

# NPPO



# ABRO

## ABOUT Us

ABRO is an engineering service, repair and re-manufacturing organisation offering a worldwide capability to defence, emergency services and other governmental and non-governmental organisations.

ABRO capabilities range from small arms to battle tanks, from motorcycles to commercial fleet management, and from binoculars to thermal imaging equipment. This ensures ABRO can uniquely offer customers a comprehensive one-point service, repair and re-manufacturing solution.

A highly flexible, strategically sited workforce of 2,700 ensures that ABRO is capable of meeting large-scale repair and overhaul requirements. An unusually wide range of skills and expertise together with detailed knowledge allows ABRO to compete effectively in a wide range of equipment types and technologies, across a number of markets.

Extensive experience has been gained in

supporting and maintaining the response capabilities of such bodies as the British Army, Royal Air Force, Police and some local councils. This understanding has allowed ABRO to develop a service that consistently delivers total quality and value.

## SERVICES OVERVIEW

Meeting the land system repair needs of the British Armed Forces is a task that requires a high level of diversity and adaptability of skills. Through its extensive partnership with the British Army, ABRO has developed an unparalleled level of service and expertise, providing customers with a comprehensive, one-point repair and re-manufacturing solution.

ABRO is a Trading Fund of the Ministry of Defence.

Further details are available at: [www.abro.mod.uk](http://www.abro.mod.uk)



# DEFENCE AVIATION REPAIR AGENCY (DARA)

The Defence Aviation Repair Agency (DARA) is the largest government-owned aerospace repair facility in Europe, delivering "one-stop-shop" services to the UK Ministry of Defence and a wide range of customers including overseas governments and industry.

Formed in April 1999 as part of the Government's 1998 Strategic Defence Review, DARA was created from the amalgamation of the RAF's Maintenance Group Defence Agency (MGDA) and the Royal Navy's Naval Aircraft Repair Organisation (NARO). In April 2001, DARA successfully became a Trading Fund and, operating in a more commercial environment, is fully committed to delivering its customers' requirements.

DARA provides its deep repair and overhaul services through five operational units, which are recognised Centres of Excellence.

## DARA FIXED-WING

Based at St Athan, South Wales, DARA Fixed-wing is the Agency's Centre of Excellence for aircraft maintenance, repair and overhaul (MRO). DARA Fixed-wing specialises in fast-jets, with the additional capability to work on large aircraft. The unit's facilities combine to provide a "one-stop shop", from plastic media stripping through to fly-in paint finishing. Services include storage and recovery, full testing, major and minor maintenance, full repair and the embodiment of modifications.

## DARA ROTARY-WING

Based at Fleetlands, Hampshire, DARA Rotary-wing is the Centre of Excellence for all helicopter work and is capable of undertaking virtually any

helicopter repair, maintenance or refurbishment. With a rich history as the Royal Navy's repair facility, the unit today offers peerless expertise for the support of military aircraft across the Royal Navy, Army and Royal Air Force.

## DARA ENGINES

Also based at DARA Fleetlands, the Engines Operations Unit specialises in the MRO of both aero and marine gas turbine engines, undertaking both whole-engine and module work. The unit currently services more than ten engine families and is looking to extend its experience to the next generation of equipment with the commissioning of a new engine test facility.

## DARA COMPONENTS

DARA Components in Almondbank, Scotland, is a leader in mechanical components repair and overhaul technology, combining traditional skills with the very latest equipment and materials to offer a comprehensive MRO and testing service across a vast range of components.

## DARA ELECTRONICS

Based at DARA Sealand in North Wales, DARA Electronics is the largest in-service electronics maintenance unit in Europe. Servicing more than 15,000 product lines annually, the unit's experience, whilst fundamentally in aerospace technology, also spans land and sea environments – including ship-borne and submarine equipment, weapons technology and commercial applications.

If you would like more information, please contact DARA Marketing on **01446 798958** or email [marketing@daranet.mod.uk](mailto:marketing@daranet.mod.uk)



# DEFENCE STORAGE AND DISTRIBUTION AGENCY (DSDA)

The Defence Storage and Distribution Agency (DSDA) is an Executive Agency within the Defence Logistics Organisation. DSDA manages a comprehensive range of storage and distribution tasks on behalf of its customers in Defence and industry, with an inventory of 1.235 million lines, valued at £6.6 billion.

Operating from five main centres in the UK and one in Germany, and with support centres strategically located throughout the UK, DSDA's multi-skilled workforce of 3,300 provides a storage and distribution service which meets exacting MoD standards.

DSDA also provides a gateway between the commercial and military supply systems, providing services such as cross-docking, reverse logistics and onward transmission, as well as acting as a sub-contractor for equipment manufacturers in support of equipment projects. Working closely with the Defence Transport Movements Agency (DTMA), DSDA provides a launch platform for worldwide logistics support.

## COMMERCIAL USE OF DSDA

In line with government policy, DSDA is increasingly turning its expertise and facilities to support the defence industry. DSDA is able to provide

its services acting as a subcontractor to a prime contractor bidding for Defence work.

**With wide-ranging logistics skills and expertise DSDA can offer a range of services, including:**

- Receipt from trade, including checks for both quantity and quality.
- Storage facilities, both covered and uncovered, on a secure 24/7 basis.
- Stock servicing of containerised assets.
- Configuration service, ie: created sets from single inventory line items.
- An auditable accounting system that accords with the very highest standards demanded by the National Audit Office.

**To find out more about what DSDA can do for you contact:**

Mike Waddleton, Director Marketing  
 Head Office DSDA  
 Ploughley Road  
 Bicester  
 Oxon OX25 2LD

Tel: **01869 256044**  
 Fax: **01869 256860**  
 Email: **marketing@dsla.org.uk**

# dsla



# MEDICAL SUPPLIES AGENCY (MSA)

Since 1 April 2002, the Medical Supplies Agency (MSA) has been a part of the Defence Supply Chain, within the Defence Logistics Organisation.

The Agency has its Headquarters and Blood Supply Depot at Ludgershall, near Andover and has fourteen Medical Distribution Centres (MDCs), nine in the UK and five overseas.

The Agency's staff comprises some 400 personnel, military, civilian and miscellaneous. The professional skill mix includes Pathologists, Nurses, Pharmacists and Pharmacy, Laboratory, Medical Supply and Combat Medical Technicians.

MSA has responsibility for the provision of medical materiel to nearly 2,000 locations worldwide with 403,000 issues per annum being made from a live inventory of 24,000 items. This range includes items as diverse as a simple remedy for a minor illness to complex equipment such as Magnetic Resonance Imaging (MRI) scanners.

MSA exists to deliver medical materiel to sustain UK military capability. It decides, provides for and delivers effective and integrated medical logistics support to the Front Line and across the Department at best value. This support can range from the deployment of a complete Field Medical Equipment Depot to the deployment of selected individuals. MSA stores complete field hospitals at Ludgershall, ready for shipment at very short notice. First-aid kits are also supplied which are pre-packed

according to their use on aircraft, submarines, life rafts or vehicles. Approximately 8,000 vehicle kits are produced each year.

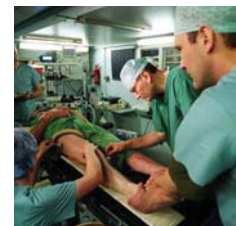
The purchasing and ordering of the wide range of items is a major challenge and the Agency has embraced electronic methods to help it to do this more effectively and efficiently. Customers can now view many items through an electronic catalogue and order on-line. This order is sent direct to the customer, obviating the need for storage. It is intended that many more items will be ordered in this way in the future.

MSA intends to establish itself as a Centre of Excellence in medical logistics and best practice. It constantly strives to provide the best support possible to the Armed Forces by supplying them with the best products at the best price.

**For further details on the MSA please contact:**

Head of Customer Relations  
 Medical Supplies Agency  
 Drummond Barracks  
 Ludgershall  
 Andover  
 Hants SP11 9RU

Tel: **01264 798535**  
 Fax: **01264 798527**  
 Email: **Frederick.Campbell@msa.mod.uk**



# WORKSHOP SUPPORT SERVICES (WSS) IPT

WSS is a through-life cluster IPT whose customer base is tri-Service. Much of the equipment it supports, in turn, plays a key role in supporting other IPTs' battle-winning systems.

WSS is split into several sub-sections: these include General Purpose Automatic Test Equipment (GPATE), who provide equipment support for mobile and static automated test systems; Workshop Tools & Equipment (WT&E), who supply and support workshop equipment; Special Tools & Test Equipment (ST&TE), who support special tools and test equipment owned by other IPTs; Medical & Dental, who, at their Ludgershall site, support medical and dental equipment on a tri-Service basis; and Projects, who concentrate on bringing future support equipment into service. Spares provisioning is provided by the section based at Telford.

WSS IPT has a diverse supplier and customer

network including many well-known industrial partners.

WSS IPT has just co-located most of its previously detached sections to new offices on the Andover site.

WSS IPT is busy producing numerous equipment safety cases to meet current civil legislation on its wide range of managed equipment.

WSS is one of the few ES (Land) IPTs that sees equipment through its whole life, from conception within the projects section, to in-service and disposal within its own equipment support sections.

**For further information contact:**

WSS IPT  
DLO Andover  
Building 400, 1st Floor  
Monxton Road  
Andover  
Hampshire SP11 8HJ



# DEFENCE CLOTHING INTEGRATED PROJECT TEAM (DC IPT)

## SELLING TO THE DC IPT "WHAT YOU NEED TO KNOW ABOUT THE PROCUREMENT OF DEFENCE CLOTHING"

**OUR LOCATION:** DLO Caversfield, Skimmingdish Lane, Bicester, Oxon OX27 8TS

**OUR POLICY:** It is MoD's policy to place contracts only with those suppliers who have been assessed by an accredited third party certification body to an appropriate quality management standard, acceptable to the MoD QAA.

**OUR PRODUCT RANGE:** DCIPT three Range Management Teams (RMTs) purchase a wide variety of clothing and assorted items.

**RMT** – Operational Clothing & Footwear – Combat and NBC clothing, ballistic protection, load carriage equipment, sleeping systems and Footwear.

**RMT** – Uniform Clothing - Parade and ceremonial wear, accoutrements, work wear, badges and saddlery.

**RMT** – Industrial Personal Protective Equipment (PPE) – Protective workwear, sportswear, Physical & Adv Trg equipment.

Our Procurement Strategy: DCIPT is implementing a new procurement strategy known as Supplier Base Optimisation (SBO) aimed at reducing the number of contracts it services and negotiating

longer-term commercial arrangements with Prime Contractors. If you do not intend to bid as a Prime Contractor there may be sub-contract opportunities for you to pursue.

For more information on SBO please see our website: [www.sbo.mod.uk](http://www.sbo.mod.uk)

Note:

1. On responding to an advertisement you must ensure that any documentation requested accompanies your expression of interest and all correspondence must bear the reference number supplied in the advertisement.
2. MoD advertises under Restricted Procedures and it is therefore MoD policy to normally invite no more than six companies to tender.

**For Further Information or Enquiries Contact:**

CPM2  
DC IPT  
DLO Caversfield,  
Skimmingdish Lane,  
Bicester, Oxon OX27 8TS

Tel: **01869 875981** or **875983**

Email: [dciptcpm2@dlo.gsi.gov.uk](mailto:dciptcpm2@dlo.gsi.gov.uk)



# THE MoD RESEARCH PROGRAMME

The MoD invests over £400 million per annum in its research programme. A key aim of the programme is to generate world-class technology for defence applications. The research programme also accesses and maintains the broad scientific awareness needed to propose and evaluate new defence equipment options and inform defence policy decisions.

Historically, most of the research was undertaken by the Defence Evaluation and Research Agency (DERA) on a non-competitive basis, with DERA sub-contracting about a quarter of this work outside MoD. Notwithstanding the creation of successor bodies to DERA (QinetiQ and the Defence Science & Technology Laboratory (Dstl)), the MoD needs to harvest the best ideas and most innovative technologies, no matter where the knowledge base may reside, and primary competition is seen as one way for the MoD to gain access to the widest body of knowledge.

In late 1999 a pilot competition exercise was inaugurated that exposed a small proportion (about 5%) of the research programme to primary competition. This was completed in 2001 and since then further items have been put out to competition.

It can be expected that the level of competition will grow in the coming years. Research competition represents a genuine opportunity for industry, academia and other scientific institutions to participate in the MoD's research programme.

A booklet *Competing for Excellence – The Ministry of Defence Competition Pilot* is available on the website and provides further information on the mechanics of the competition process.

**Points of contact are as follows:**

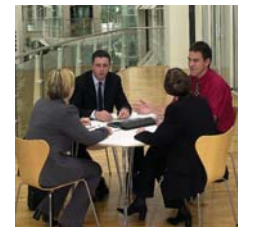
Research Competition Support Cell  
 Ministry of Defence  
 c/o DG(R&T) Registry  
 5/2 Metropole Building  
 Northumberland Avenue  
 London WC2N 5BP

**Commercial matters:**

Tel: **020 7218 9906**

**Technical matters:**

Tel: **020 7218 9907**  
 Fax: **020 7218 3508**



## DEFENCE DIVERSIFICATION AGENCY (DDA)

When the DDA was set up in 1998, part of its role was to help a wider range of businesses to participate in MoD programmes. Some of the most significant technological innovations are being developed in sectors other than Defence, and often within small- and medium-sized enterprises (SMEs). Such businesses have a lot to contribute to Defence, but they don't always come forward. It can seem daunting just working out whom to talk to in the MoD. That's where the DDA comes in. The DDA works closely with the Defence Suppliers Service and other parts of the MoD to help UK companies, particularly SMEs, find the right route in.

The DDA faces two ways between the MoD and industry. It not only transfers technology into Defence, but also has a well-established role of transferring defence technology out into the civil sector.

The DDA works with UK businesses to find technical solutions from within the MoD science and technology base – including Dstl – that help them innovate and exploit market opportunities. This

means that companies, especially SMEs, that do not have the resources for investment in comprehensive research and development facilities can benefit from access to an extensive body of knowledge and expertise from world-class scientists and technologists when looking for technical solutions to their business needs.

The DDA has a growing network of Technology Diversification Managers (TDMs) throughout the UK, helping companies identify whether their requirements can be fulfilled from within Defence. The TDMs work closely with other public and private sector business support organisations in each part of the country to ensure companies have access to a full range of advice and assistance to support their technology transfer requirements.

**HOW TO GET INVOLVED**

Please ring DDA Connect on **08456 001 221**, or visit the website at **www.dda.gov.uk** for details of your nearest DDA office.



# DEFENCE STANDARDIZATION (DSTAN) HELPDESK – WHAT CAN WE DO FOR YOU?

# DSTAN

## AN INTELLIGENT VENTURE

DStan is the UK MoD's in-house Centre of Excellence for standards and standardization issues, meeting the needs of both MoD and the Defence Industry. This is achieved by harnessing the expertise of the DStan Desk Officers and the Helpdesk Supporter Network. Currently 110 companies or organizations have signed up as Helpdesk Supporters to provide assistance, free of charge, on standardization-related issues.

The DStan Helpdesk offers more than just a service for ordering Defence Standards; it offers an avenue for technical advice on Standards-related issues via the DStan Desk Officers, the technical experts who deal with the Standards on a day-to-day basis, and the Helpdesk Supporter Network. When a request or query is directed to DStan that cannot be answered by the Helpdesk advisors or by the second layer of Technical Experts, the enquirer will be directed to the appropriate Helpdesk Supporter(s). All the supporters on the list have offered to supply a degree of FREE advice on subjects as displayed on the DStan webpage.

The DStan Helpdesk consistently responds to an average of 200+ requests for information each week, whilst at the same time providing a 98% turnaround on document requests, processed and despatched by the next working day. This has been achieved by DStan's continued drive and commitment to provide our customers with a quality service.

DStan has an international customer base and strives to provide the same high-quality service to every customer in every continent. We are confident that through the combination of the in-house experts and the supporter network, any standardization-related issue will be resolved quickly and efficiently.

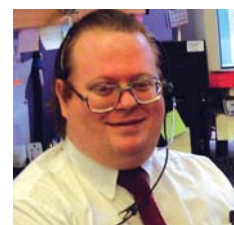
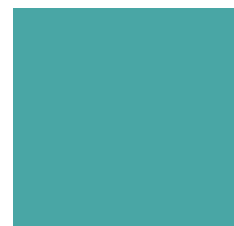
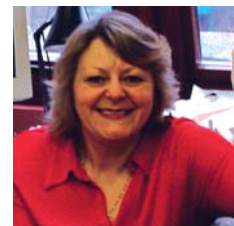
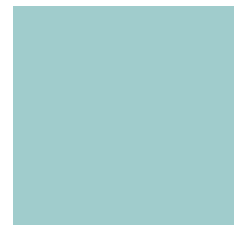
**The Helpdesk exists to support a host of free benefits that DStan provides to its customers, including the provision of:**

- Defence Standards
- NATO Standardization Agreements (STANAGs).
- Standards in Defence (SID) News.
- Advice on Standardization Policy and Planning.
- Advice on Standards availability, status, development, selection and application.
- Identification of publication sources for a variety of standardization documentation.
- Specialist advice supporting the business of standardization.

To view the full range of the services DStan offers, including a list of all our current Helpdesk Supporters, please visit our website at [www.dstan.mod.uk](http://www.dstan.mod.uk) and click on the "Helpdesk" area.

**DStan is always pleased to hear from its customers, so if you need any advice on the above subjects, want to join our Helpdesk Supporter Network or just have a comment on the service we provide, please contact us on:**

Tel: +44 (0) 141 224 2531/2  
Fax: +44 (0) 141 224 2503  
Email: [enquiries@dstan.mod.uk](mailto:enquiries@dstan.mod.uk)



**DSTAN HELPDESK & DISTRIBUTION TEAM, DAVID, MARIE AND TOM AWAIT YOUR CALL**

# WESTERN EUROPEAN ARMAMENTS GROUP (WEAG)

The countries of the Western European Armaments Group (WEAG) have established Focal Points to provide information about the various national procedures and practices which govern defence procurement in their respective countries and to receive indications of general interest in becoming a supplier. Companies wishing to contact these Focal Points would be best advised to do so in writing by mail or fax, using the telephone only in urgent cases. The WEAG countries are listed on page 22 together with their Focal Point addresses.

## WESTERN EUROPEAN ARMAMENTS GROUP – CONTRACTS BULLETINS

The WEAG countries also issue Contracts Bulletins which contain details of their defence procurement requirements. The addresses listed on page 22 should be used to obtain information only. Details of the requirements and contracts themselves should be obtained through the WEAG Focal Points. Please note there is no single bulletin documenting all the contracts available within the WEAG – the individual countries offering them must be contacted.

## EXPORTS

The Defence Export Services Organisation (DESO) is an integral part of the MoD. Its mission, operating within Government policy, is to maximise legitimate UK defence exports in co-ordination with industry. As the focal point within Whitehall for all defence export matters, DESO's role is to provide assistance to British defence companies and to overseas customers interested in acquiring British defence products.

**It can assist companies involved in the export market in a number of ways, including:**

- Bringing overseas customers and UK suppliers together
- Co-ordinating industry's sales activities to provide an integrated national approach to markets
- Providing assistance in sales negotiations including government-to-government participation where necessary
- Undertaking procurement as agents on behalf of overseas governments
- Negotiating "two-way-street" agreements (including defence co-operation Memoranda of Understanding (MoUs))
- Negotiating and administering government-to-government export contracts
- Providing advice and assistance to industry and foreign governments on UK licensing arrangements
- Providing professional military advice on doctrine, equipment requirements, procurement and support
- Providing advice and assistance on offset and financing schemes

- Negotiating and managing industrial participation agreements
- Organising equipment demonstrations, both in the UK and overseas
- Selling, via the Disposal Sales Agency, surplus UK defence equipment and spares to overseas customers
- Providing a DESO presence at key international exhibitions
- Organising and hosting visits to the UK by senior government and military personnel from overseas
- Arranging services in support of overseas government contracts with UK suppliers, including quality assurance, price auditing, project management and customer training

**For general enquiries about exporting to defence customers overseas please contact DESO:**

Defence Export Services Organisation  
3rd Floor  
St Georges Court  
2-12 Bloomsbury Way  
London WC1A 2SH

Tel: **020 7305 2469/2478**  
Fax: **020 7305 2823**  
Website: **www.deso.mod.uk**

## GUIDELINES FOR INDUSTRY

Guidelines for Industry are being prepared by MoD Commercial Services Group (CSG) staff and will progressively supersede DEFCON Guides and General Notices to Defence Contractors. These Guidelines are intended to provide defence contractors with reasonably brief but clear statements of MoD policy and procedures on various aspects of contracting. Contractors are reminded that these Guidelines are not contractual documents and are issued for information purposes only.

**Hard copy versions of Guidelines for Industry are available on request from:**

Ministry of Defence  
Defence Storage &  
Distribution Centre  
DSDC(L) 6a2  
Mwrwg Road  
Llangennech  
Llanelli  
Carmarthenshire SA14 8YP

**Customer Care Lines:**

Tel: **01554 822337**

# CONTACT POINTS

## For firms wishing any further advice or guidance on selling to the MoD

Defence Suppliers Service  
Ministry of Defence  
Maple 2a, #2233  
Abbey Wood  
Bristol BS34 8JH

Tel: 0117 913 2844 or  
Freephone: 0800 282 324  
Fax: 0117 913 2934  
Email: [csg-help-desk@dpa.mod.uk](mailto:csg-help-desk@dpa.mod.uk)  
Website: [www.contracts.mod.uk](http://www.contracts.mod.uk)

## For advice on marketing and selling defence products and services overseas

Ministry of Defence  
Defence Export Services Organisation  
3rd Floor  
St George's Court  
2-12 Bloomsbury Way  
London WC1A 2SH

Tel: 020 7305 2469/2478  
Fax: 020 7305 2823  
Website: [www.deso.mod.uk](http://www.deso.mod.uk)

## For subscriptions to the Supplement to the Official Journal of the European Communities

Business Information  
Publications Ltd  
Park House  
300 Glasgow Road  
Shawfield  
Glasgow G73 1SQ

Tel: 0141 332 8247  
Fax: 0141 331 2652  
Email: [bip@bipcontracts.com](mailto:bip@bipcontracts.com)  
Website: [www.bipcontracts.com](http://www.bipcontracts.com)

## For advice on selling general purpose information technology to the MoD

Defence Communications Services Agency (DCSA)  
Minerva House  
Delta Office Park 800  
Swindon  
Wiltshire SN5 7XQ

Tel: 01793 555074

## For advice on MoD's central bill-paying procedures

Defence Bills Agency  
Payment Helpdesk  
8th Floor  
Mersey House  
Drury Lane  
Liverpool L2 7PX

Tel: 0151 237 6500  
Email: [dbahelpdesk@gtnet.gov.uk](mailto:dbahelpdesk@gtnet.gov.uk)  
Website: [www.defencebills.gov.uk](http://www.defencebills.gov.uk)

## Quality Assurance

Defence Quality Assurance Authority (Policy)  
Defence Quality Assurance Group  
Defence Procurement Agency  
Ministry of Defence  
Ash 3A #3306  
Abbey Wood  
Bristol BS34 8JH

Tel: 0117 913 2681  
Fax: 0117 913 3968

## For advice on Defence Estates

Directorate of Contracts  
Defence Estates  
Blakemore Drive  
Sutton Coldfield  
West Midlands B75 7RL

Tel: 0121 311 2067/2164  
Fax: 0121 311 2027  
Website: [www.defence-estates.mod.uk](http://www.defence-estates.mod.uk)

## For general enquiries on Standardization matters, and to request Defence Standards

Ministry of Defence  
UK Defence Standardization (DStan)  
Room 1138  
Kentigern House  
65 Brown Street  
Glasgow G2 8EX

Tel: 0141 224 2531/2532  
Fax: 0141 224 2503 (24 hours)  
Email: [enquiries@dstan.mod.uk](mailto:enquiries@dstan.mod.uk)  
[requests@dstan.mod.uk](mailto:requests@dstan.mod.uk)  
Website: [www.dstan.mod.uk](http://www.dstan.mod.uk)

## Guidelines for Industry

Ministry of Defence  
Defence Storage & Distribution Centre  
DSDC(L)6a2  
Mwrwg Road  
Llangennech  
Llanelli  
Carmarthenshire SA14 8YP

Tel: 01554 822337

## Publishers of MoD Defence Contracts Bulletin

Business Information  
Publications Ltd  
Park House  
300 Glasgow Road  
Shawfield  
Glasgow G73 1SQ

Tel: 0141 332 8247  
Fax: 0141 331 2652  
Email: [bip@bipcontracts.com](mailto:bip@bipcontracts.com)  
Website: [www.contracts.mod.uk](http://www.contracts.mod.uk)

## For access to Scientific and Technical Information and Reports

Dstl Knowledge Services  
Kentigern House  
65 Brown Street  
Glasgow G2 8EX

Tel: 0141 224 2902  
Fax: 0141 224 2470  
Email: [knowledge-services@dstl.gov.uk](mailto:knowledge-services@dstl.gov.uk)  
Website: [www.dstl.gov.uk](http://www.dstl.gov.uk)

## To register on Constructionline

Constructionline  
PO Box 6441  
Basingstoke  
Hampshire RG21 7FN

Tel: 0870 240 0152  
Fax: 01256 383899  
Email: [constructionline@capitagroup.co.uk](mailto:constructionline@capitagroup.co.uk)

# WESTERN EUROPEAN ARMAMENTS GROUP (WEAG)

## CONTRACTS BULLETIN

The WEAG countries issue Contracts Bulletins which contain details of their defence procurement requirements. The addresses listed below should be used to obtain subscription information only. Details of the contracts themselves should be obtained through the WEAG Focal Points listed on the right. (Please note that there is no single bulletin documenting all the contracts available within the WEAG – the individual countries offering them must be contacted.)

### BELGIUM

Direction du Moniteur belge  
(Bulletin des Adjudications)  
rue de Louvain 40-42  
1000 BRUSSELS  
Tel: 0032 2 552 23 51  
Fax: 0032 2 511 01 84  
<http://www.just.fgov.be>  
<http://moniteur.be>

### DENMARK

HQ Chief of Defence Denmark  
Materiel Division  
PO Box 202  
2950 VEDBAEK  
Tel: 0045 45 89 22 55  
Fax: 0045 45 89 07 48  
Telex: 0045 40171 SIGVED

### FRANCE

GIP UNION sa  
Département Mission Défense  
4 rue de Vaumurier  
78470 SAINT LAMBERT  
DES BOIS  
Tel: 0033 1 39 44 12 60  
Fax: 0033 1 39 44 12 66

### GERMANY

Kirsten Gehrman  
SZ Offsetdruck - Verlag  
Herbert W Schallowetz GmbH  
Martin-Luther-Straße 2-6  
53757 SANKT AUGUSTIN  
Tel: 0049 22 41 91 330  
Fax: 0049 22 41 91 33 33

### GREECE

Ministry of National Defence  
Armaments General Directorate  
International Relations Directorate  
Industrial Cooperation Section  
Fakinos Base Camp  
BST 902  
Athens  
Tel: 0030 1 748 9529  
Fax: 0030 1 748 9718

### ITALY

Ministero della Difesa  
Segredifesa - 3o Reparto  
Via XX Settembre  
123/A  
00187 ROMA  
Tel: 0039 06 4828477  
Fax: 0039 06 4815717/  
46912822  
Email: [sgtrerep@tin.it](mailto:sgtrerep@tin.it)  
<http://www.segredif.difesa.it>

### NETHERLANDS

NIID  
Prinsessegracht 19  
2514 AP THE HAGUE  
Tel: 0031 70 364 48 07  
Fax: 0031 70 365 69 33  
Email: [NIID@wxs.nl](mailto:NIID@wxs.nl)  
<http://www.niid.nl>

### NORWAY

Mrs Britt L Steinkjer  
or Mr Pål A Jacobsen  
HQ Defence Command Norway  
Materiel Branch/FII-2  
Oslo mil/Huseby  
0016 OSLO  
Tel: 0047 23 09 85 11/84 15  
Fax: 0047 23 09 74 51

### SPAIN

Ministerio de Defensa  
Subdirección General  
de Publicaciones  
C/Juán Ignacio Luca de Tena  
30 28027 MADRID  
Tel: 0034 91 3 20 25 00  
ext. 4003  
Fax: 0034 91 3 20 44 38

### SWEDEN

Susanne Juhlin  
FMV  
Swedish Defence Materiel  
Administration  
Commercial Directorate  
11588 STOCKHOLM  
Tel: 0046 8 782 45 37  
Fax: 0046 8 782 51 30

### TURKEY

Yb Deniz Girgin  
Milli Savunma Bakanligi  
Dis Tedarik Dairesi Baskanligi  
Yabanci Askeri Alim ve Satim  
Subesi  
06100 Bakanliklar/ANKARA  
Tel: 0090 312 402 32 47  
Fax: 0090 312 417 73 42

### UNITED KINGDOM

Business Information  
Publications Ltd, Park House, 300 Glasgow  
Road Shawfield GLASGOW G73 1SQ  
Tel: 0141 332 8247  
Fax: 0141 331 2652  
Email: [bip@bipcontracts.com](mailto:bip@bipcontracts.com)  
<http://www.bipcontracts.com>

### BELGIUM

Capt Tony Mortier  
Ministère de la Défense  
SGA/STC  
Quartier Reine Elisabeth  
Rue d'Evere 1  
1140 BRUSSELS  
Tel: 0032 2 701 3769  
Fax: 0032 2 701 3283  
Email: [MORTIER.T@js.mil.be](mailto:MORTIER.T@js.mil.be)

### DENMARK

Mr Søren Jensen  
Defence Command Denmark  
Materiel Division  
P.O. Box 202, 2950 VEDBAEK  
Tel: 0045 45 67 33 32  
Fax: 0045 45 67 33 09  
Email: [fkomam@post6.tele.dk](mailto:fkomam@post6.tele.dk)

## FOCAL POINTS

The countries of the WEAG have established Focal Points to provide information about the various national procedures and practices which govern defence procurement in their respective countries and to receive indications of general interest in becoming a supplier. Companies wishing to contact these Focal Points would be best advised to do so in writing by mail, telex or fax, using the telephone only in urgent cases. The WEAG countries are listed below together with their Focal Point addresses.

### FRANCE

Mme Antoinette Lobert  
Ministère de la Défense  
DGA/DCI/CM/5  
4 rue de la Porte d'Issy  
00460 ARMEES  
Tel: 0033 1 45 52 49 64  
Fax: 0033 1 45 52 49 86

### GERMANY

Mr Werner Flohr  
Kontaktstelle, Europäischer Markt  
für Verteidigungsgüter/  
DDI beim Bundesamt für  
Wehrtechnik und Beschaffung  
AW 1 9, Postfach 30 01 65  
56057 Koblenz  
Tel: 0049 261 400 2836  
Fax: 0049 261 400 3234  
Email: [WernerFlohr@bwb.org](mailto:WernerFlohr@bwb.org)

### GREECE

Lt Col Ionnis Diamantakos  
MoD Armaments  
General Directorate  
International Relations Directorate  
Fakinos Base Camp BST 902  
Papagos  
ATHENS  
Tel: 0030 1 77 99 486  
Fax: 0030 1 77 50 986

### ITALY

Col. Antonio Palama  
Ministero della Difesa  
Segredifesa - 3o Reparto  
Via XX Settembre, 123/A  
00187 ROMA  
Tel: 0039 06 4828477  
Fax: 0039 06 4815717/  
46912822  
Email: [sgtrerep@tin.it](mailto:sgtrerep@tin.it)  
<http://www.segredif.difesa.it>

### LUXEMBOURG

Mr Fernand Kirch  
Conseiller de Direction 1ère classe  
Ministère de la Force Publique,  
Plateau du St Esprit  
2915 LUXEMBOURG  
Tel: 00352 478 28 13  
Fax: 00352 46 26 82

### NETHERLANDS

Theo de Grood  
Ministerie van Defensie  
Directorate-General of Materiel  
Postbox 20701, Kalvermarkt 32  
2500 ES THE HAGUE  
Tel: 0031 70 318 6748  
Fax: 0031 70 318 6833

### NORWAY

Mrs Britt L Steinkjer or  
Mr Pål A Jacobsen  
HQ Defence Command Norway  
Materiel Branch/FII-2  
Oslo mil/Huseby 0016 OSLO  
Tel: 0047 23 09 85 11/84 15  
Fax: 0047 23 09 74 51  
Email: [focal-point@fo.mil.no](mailto:focal-point@fo.mil.no)

### PORTUGAL

Captain António Joaquim  
Almeida de Moura  
Superintendência dos Serviços  
de Material, Edifício da Marinha  
Praça do Comércio  
1188 LISBOA CODEX  
Tel: 00351 1 346 8961  
Fax: 00351 1 347 3819

### SPAIN

Lt Colonel Antonio  
De La Pena  
Ministerio de Defensa  
DGAM/SUBINSERT/AGI  
C/Raimundo Fernández Villaverde  
50 28003 MADRID  
Tel: 0034 912 70 48 15  
Fax: 0034 912 70 48 14

### TURKEY

Capt Sinan Caynak  
Ministry of National Defence  
Chief of Foreign Procurement  
Department  
06100 Bakanliklar/ANKARA  
Tel: 0090 312 402 32 59  
Fax: 0090 312 417 73 42

### UNITED KINGDOM

Mr Philip Margerison  
Head of Defence Suppliers Service  
Ministry of Defence  
Maple 2b # 2233  
Abbey Wood, BRISTOL BS34 8JH  
Tel: 0117 913 2832  
Fax: 0117 913 2934  
Email: [csg-ds-cns@dpa.mod.uk](mailto:csg-ds-cns@dpa.mod.uk)

# TRADE ASSOCIATIONS

## INTELLECT

Dr G A Attrill  
Director Defence & Capital Systems  
Russell Square House  
10-12 Russell Square  
London WC1B 5AE

Tel: **020 7331 2000**  
Fax: **020 7331 2040**  
Website: **www.intellectuk.org**

## SOCIETY OF BRITISH AEROSPACE COMPANIES AND DEFENCE INDUSTRIES COUNCIL

Defence Industries Council  
Mr D A A Marshall, Director General  
Duxbury House  
60 Petty France  
Victoria  
London SW1H 9EU

Tel: **020 7227 1001**  
Fax: **020 7227 1067**  
Website: **www.sbac.co.uk**

## CONFEDERATION OF BRITISH INDUSTRY

Mr Digby Jones  
Director General  
Centre Point  
103 New Oxford Street  
London WC1A 1DU

Tel: **020 7379 7400**  
Website: **www.cbi.org.uk**

## BRITISH NAVAL EQUIPMENT ASSOCIATION

As a non-profit-making and marketing-oriented trade association, BNEA is dedicated specifically to the needs of the British naval equipment and warship building industries and of companies involved in providing related services such as design, consultancy and finance. Services are provided to members which, inter alia, will help them expand their business.

The Association's membership ranges from large corporations to smaller manufacturers and systems houses. Their products and services cover virtually everything found in modern fighting ships and submarines – from all aspects of the platform, propulsion, auxiliary machinery and ancillary systems to the most sophisticated weapons systems, communications and navigation equipment.

### Further details regarding the BNEA can be obtained from:

Capt Christopher McHugh  
OBE CEng FIMarEST Royal Navy  
Director  
4th Floor  
30 Great Guildford Street  
London SE1 0HS

Tel: **020 7928 9199**  
Fax: **020 7928 6599**  
Website: **www.maritimeindustries.org**  
Email: **bnea@maritimeindustries.org**

## THE DEFENCE MANUFACTURERS ASSOCIATION

The Defence Manufacturers Association (DMA) is a non-profit-making trade association representing some 400 member companies supplying products and services to the MoD and to overseas defence organisations. The DMA mission is to assist UK industry benefit from defence business at home and abroad, and this aim is achieved through a wide range of activities, including seminars, front-line service visits, exhibitions, workshops, representation to the highest levels, individual company briefings and consultation. The DMA is staffed by people who know the culture and business of defence procurement.

Members include the largest corporations as well as small independent manufacturers and service providers in all sectors of the defence industry. About 80% of the membership is involved in at least two of the traditional environments of land, sea and air and some 14% are engaged in supporting the peripheral aspects of defence such as finance, logistics, training etc. Particular support is given to companies with little or no previous defence knowledge and who wish to diversify their commercial activities. Special Interest Groups within the membership offer guidance and help in issues such as Offset, Industrial Participation, Licensing and Contracts, whilst the professional staff are able to help companies through technical groups such as Simulation, Synthetic Environments, Maritime, EZZ, Personal Protection and Clothing, NBC and Logistics. If the DMA does not know the answer, we know a man who does!

### Further details regarding the DMA can be obtained from:

Major General A G Sharman  
Director General  
Defence Manufacturers Association  
Marlborough House  
Headley Road  
Grayshott  
Hindhead  
Surrey GU26 6LG

Tel: **01428 607788**  
Fax: **01428 604567**  
Website: **www.the-dma.org.uk**  
Email: **enquiries@the-dma.org.uk**

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- **Contrax Weekly (incorporating Public Sector Property)** containing the supply of goods, works and services for:
  - Central and Local Government
  - Health, Police, Fire and Education Boards
  - Utilities Companies (Transport & Power) and
  - Offshore Exploration Companies
- **MoD Defence Contracts Bulletin** is the official source of Defence supply, service and works contract requirements.
- **Defence Contracts International** detailing Defence-related contracts from around the world – available online.
- **US Federal Contracts** issued through the US Department of Commerce.

**FREE ONE-MONTH TRIAL & FREE GIFT\***

Register online at [www.tendermatch.co.uk](http://www.tendermatch.co.uk) or call the **TRACKER Helpline** on 08452 707060

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