

# NATO WOME Procurement Risk Checklist

Ten certification-chain red flags to check before you bid, buy, or sign.

Most failures in weapons, ordnance, munitions and explosives (WOME) procurement are not price failures. They are certification-chain and competence failures that surface late, in a failed tender, a rejected lot, or a programme that cannot be assured. This checklist is the first pass we run at ISC. It is written for suppliers preparing a NATO, NSPA or AQAP-related bid, for procurement teams weighing a bid or no-bid decision, and for primes and investors assessing an ammunition or energetics supplier.

## How to use it

Work down the ten flags against the specific tender, supplier or product in front of you. For each one, find the evidence, not the assurance. A confident answer with no document behind it is itself a red flag. Where you cannot close a flag from the paperwork you hold, that is where the procurement risk sits.

## The ten red flags

#	Certification-chain red flag
1	<p><b>Supplier or manufacturer?</b> Resellers and agents are often mistaken for the producer. The obligations sit with the manufacturer. <b>Ask:</b> Is the bidder the actual manufacturer of this item, or an intermediary? Who holds the manufacturing register entry?</p>
2	<p><b>OEM qualification basis</b> An item sold as qualified may rest on a legacy design or an assumption, not current proof. <b>Ask:</b> On what qualification is this item type-classified, and is the original qualification evidence available?</p>
3	<p><b>Manufacturing register status</b> Production must sit on the relevant national or NATO manufacturing register, and stay current. <b>Ask:</b> Is the producing line on the applicable manufacturing register, in date, and for this exact item?</p>
4	<p><b>AQAP-2110 claimed, not shown</b> A certificate may exist but exclude the product or the site that will actually deliver. <b>Ask:</b> Is there a current AQAP-2110 or AQAP-2310 certificate, and does its scope cover this product and this site?</p>
5	<p><b>STANAG 4107 / GQA assumed</b> Government Quality Assurance is requested and granted, never simply assumed by the supplier. <b>Ask:</b> Has GQA been formally requested and accepted, and is the Notice of Verification in place?</p>
6	<p><b>Requalification trigger missed</b> A change of material, source, process or site can invalidate the original qualification. <b>Ask:</b> Has anything changed since qualification that should have triggered requalification?</p>
7	<p><b>Energetics provenance and REACH</b> The source of the energetic fill, and its REACH and export position, are frequently undocumented. <b>Ask:</b> Where do the energetic materials originate, and are the REACH and export-control positions on file?</p>

#	Certification-chain red flag
8	<p><b>Hazard data incomplete</b>                      Transport and storage paperwork must match a current classification, not a generic assumption.  <b>Ask:</b> Is there a current Hazard Division and Compatibility Group, a UN serial, and matching transport documentation?</p>
9	<p><b>Lot traceability and acceptance</b>                      Thin acceptance records and no deliverable quality plan undermine the whole delivery.  <b>Ask:</b> Can the supplier show lot traceability, acceptance test records, and a deliverable quality plan (AQAP-2105)?</p>
10	<p><b>Competence not evidenced</b>                      ISO 9001 Clause 7.2 requires competence, but a generic quality system does not prove WOME competence.  <b>Ask:</b> Can the supplier evidence WOME-specific competence for the roles that matter, not just a certified QMS?</p>

## What to do next

If two or more of these flags are open, do not treat the bid or the supplier as low risk yet. The fastest way to a defensible position is to close each flag against evidence, and to record where the evidence is missing so it can be requested before you commit.

### Want this run against your own tender, supplier file or programme?

ISC offers a fixed-fee WOME Procurement Triage Review: an independent read of the certification, procurement and competence risk, with a recommended next step. From £450 (€500), credited against a larger package if commissioned within 30 days. Request one at [integratedsynergyconsulting.com/triage-review](https://integratedsynergyconsulting.com/triage-review) or email [steven@integratedsynergyconsulting.com](mailto:steven@integratedsynergyconsulting.com).

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