



NATO Support and Procurement Agency (NSPA) Updates

Moderator:

Charysse Knotts, P.E., PMP, LEED AP, F.SAME, SAME Europe
Deputy Regional Vice President

Speakers:

- Francesco Romano, Programme Manager, Infrastructure & Engineering Programme, NSPA
- Alistair Birrell, Chief of Construction Engineering Branch 2 (OE-C2), Infrastructure and Engineering Programme Office (OE), NSPA

March 4, 2026 | 11:00 a.m. – 11:30 a.m.

THANK YOU EXHIBITING COMPANIES



AECOM

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A Day & Zimmermann Company

 **Stantec**

 **WAYSS & FREYTAG**
INGENIEURBAU

Wirtmann
Engineering


WOOLPERT



WSP



Charysse Knotts

SAME Europe Region DRVP

Fun Facts



Grew up in:

- Albuquerque



Currently binge-watching:

- The Pitt
- Lincoln Lawyer



Proudest accomplishment:

- Been to all 7 continents and 79+ countries (and counting)



Biggest fear:

- I'll never meet a real giraffe





Francesco Romano

Infrastructure and Engineering Programme
NSPA

Fun Facts

Grew up in:

- Southern Italy

Currently binge-watching:

- Masterchef

Proudest accomplishment:

- NATO IC Chair

Biggest fear:

- Unhappiness





Alistair Birrell

Infrastructure and Engineering Programme
NSPA

Fun Facts

Grew up in:

- Iran/Kenya

Currently binge-watching:

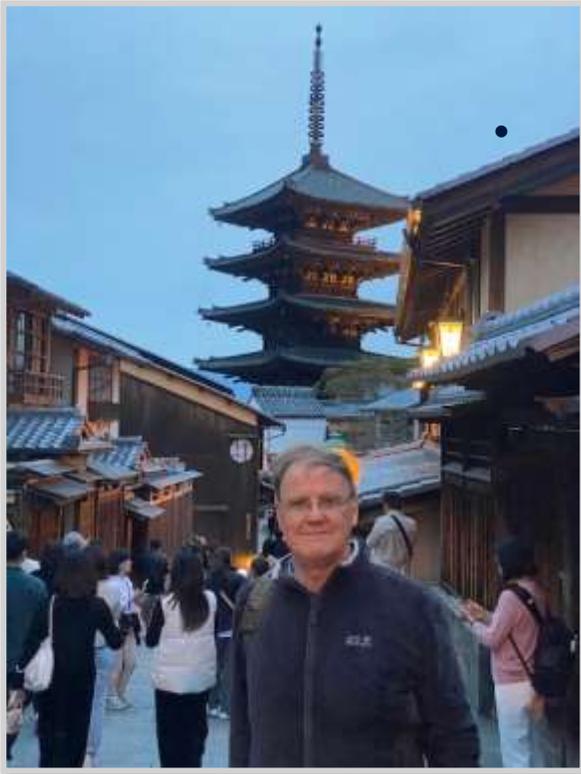
- Small Prophets

Proudest accomplishment:

- Raising 3 great kids

Biggest fear:

- Boredom





NATO Support and
Procurement Agency
(NSPA)

NSPA ENGINEERING AND INFRASTRUCTURE PROGRAMME OFFICE

EUROPE TRI-SERVICES REGIONAL SUMMIT 2026
Francesco ROMANO, Programme Manager
Alistair BIRRELL, Branch Chief - NSPA OE

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AGENDA

1. NSPA Engineering and Infrastructure Programme (OE) at a Glance
2. NSPA & US Infrastructure Portfolio
3. Our implementation Approach
4. How to task NSPA
5. How to do business with NSPA
6. Conclusion



1. NSPA OE AT A GLANCE

Mission

NSPA Engineering and Infrastructure Programme (OE) is NATO primary provider for implementation of military infrastructure projects.

We contribute to the operational readiness of the Alliance by providing specialized expertise in military infrastructure design and construction.

What we are

- A Technical Programme within a NATO Implementing Agency
- Project funded, ruled by the no profit, no loss principle
- Act as an extension of national procurement support and operation chains



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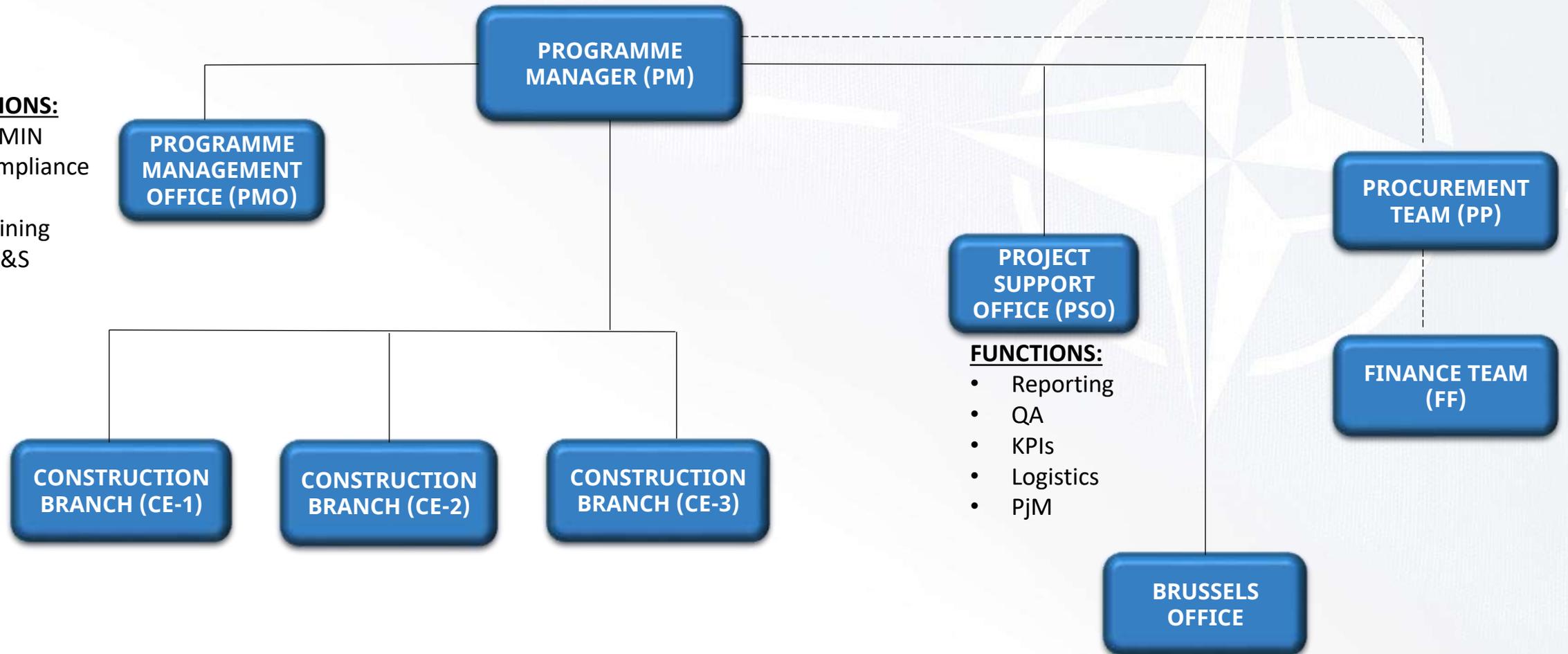


1. NSPA OE AT A GLANCE

Organisation

FUNCTIONS:

- ADMIN
- Compliance
- HR
- Training
- OH&S



1. NSPA OE AT A GLANCE

Type Of Projects

- **NATO Security Investment Program (NSIP) Projects**
 - ❖ NSPA is designated as Host Nation (HN) for NSIP projects
- **National, mixed funding, cost share National-Multinational NSIP projects**
 - ❖ One or more Nations task NSPA to execute one or multiple projects in accordance with an established legal framework or specific Implementation Agreement
- **NSIP Projects on behalf of Territorial Host Nation**
 - ❖ NSPA executes NSIP Projects on behalf of the appointed Territorial Host Nation (THN). NSPA and THN sign an Implementation Agreement defining roles and responsibilities.

	NSIP Projects	Non NSIP Projects
<i>Customer</i>	<ul style="list-style-type: none"> • NATO Investment Committee 	<ul style="list-style-type: none"> • Single NATO Nation • Multiple NATO Nations • Trust Fund.
<i>Legal framework</i>	<ul style="list-style-type: none"> • NSPA is HN • NSPA supports the THN 	<ul style="list-style-type: none"> • Support Partnerships • Sales Agreements
<i>Scope</i>	<ul style="list-style-type: none"> • DB-DBB for all infrastructure categories • Feasibility studies • Designs • Procurement 	<ul style="list-style-type: none"> • DB-DBB for all infrastructure categories • Feasibility studies • Designs • Procurement



1. NSPA OE AT A GLANCE

NSIP – Frameworks

	Authorization	Contribution Payment	Procurement	Implementation	Accountability
Territorial Host Nation (THN)	THN NAE/A&E fees; Investment	HN	HN	HN	HN
NSPA as Procurement Agency	THN NAE/A&E fees; Investment Agency PMC/PSC are borne out of NAE/A&E fees	THN	Agency	THN	THN
Agency on behalf of THN	Agency PSC/PMC, A&E fees, Investment. A token NAE amount is authorized to THN	Agency	Agency	Agency; THN oversight	THN; Agency supports
Transfer of full HN-ship to Agency	Agency PSC/PMC, A&E fees, Investment.	Agency	Agency	Agency	Agency

1. NSPA OE AT A GLANCE

How NSPA OE Works

- **MULTI FUNCTIONAL AND INTEGRATED PROJECT TEAMS**
 - ❖ Engineers, Procurement, Finance, Project Support
- **SOLID PROJECT MANAGEMENT**
 - ❖ Working Procedures and Training, PRINCE 2
- **COMPLIANCE WITH INTERNATIONAL STANDARDS**
 - ❖ Quality ISO 9001 certified
 - ❖ NSIP regulations and NATO Standards
 - ❖ Nationals regulations
 - ❖ Internal Audits
- **PAYMENT PLANS**
 - ❖ IBAN compliance and Internal Audits
- **REGULATORY FRAMEWORK**
 - ❖ NSPA Procurement Regulations & Terms & Conditions



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1. NSPA OE AT A GLANCE

Advantages of Using NSPA

- NSPA is not a competitor of National Administrations
- No profit, No Loss Organization governed by the Agency Supervisory Board (ASB)
- NATO Standardization, Interoperability, Scalability and Responsiveness
- Aggregated Demand and Economy of Scale
- Detailed knowledge of Common Funded Capability Delivery Governance Model (CFCDGM)
- Thorough knowledge and experience of NSIP and Urgent Requirement processes
- International Competitive Bidding
- Experience with National Building Procedures in multiple NATO countries
- Professional Project Management based upon PRINCE2 and qualified staff in engineering, procurement, logistic and finance
- Flexible and adaptable payment plan for vendors



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2. NSPA OE – ACTIVE PORTFOLIO

Infrastructure Portfolio



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Delivery Countries



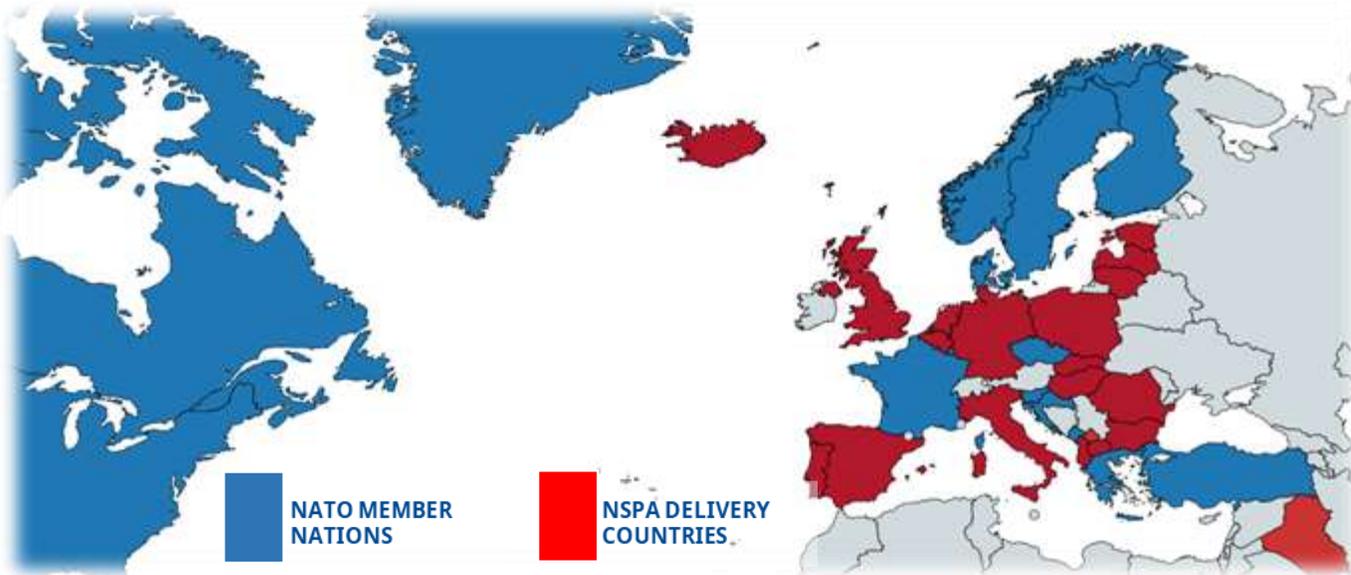
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Active Projects



3.0 BLN

Portfolio Value



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LTU – Neris Terrace

- **Scope:** Multi-Object Military Complex
- **Cost:** Estimate at Completion: **€290M**



NATO HQ Adaptation

- **Scope:** Adaptation of NATO HQ.
- **Cost:** Estimate at Completion: **€120M**



Infrastructure
and Engineering
Programme
(OE)

GER – Nordholz Airbase

- **Scope:** New Infrastructure for P-8A Aircraft
- **Cost:** Estimate at Completion: **€850M**



NATO HQ Secure Conference Room

- **Scope:** Secure Conference Room for all Nations
- **Cost:** Estimate at Completion: **€130M**



2. NSPA OE – US INFRA PORTFOLIO

US Infrastructure



9

Delivery Countries



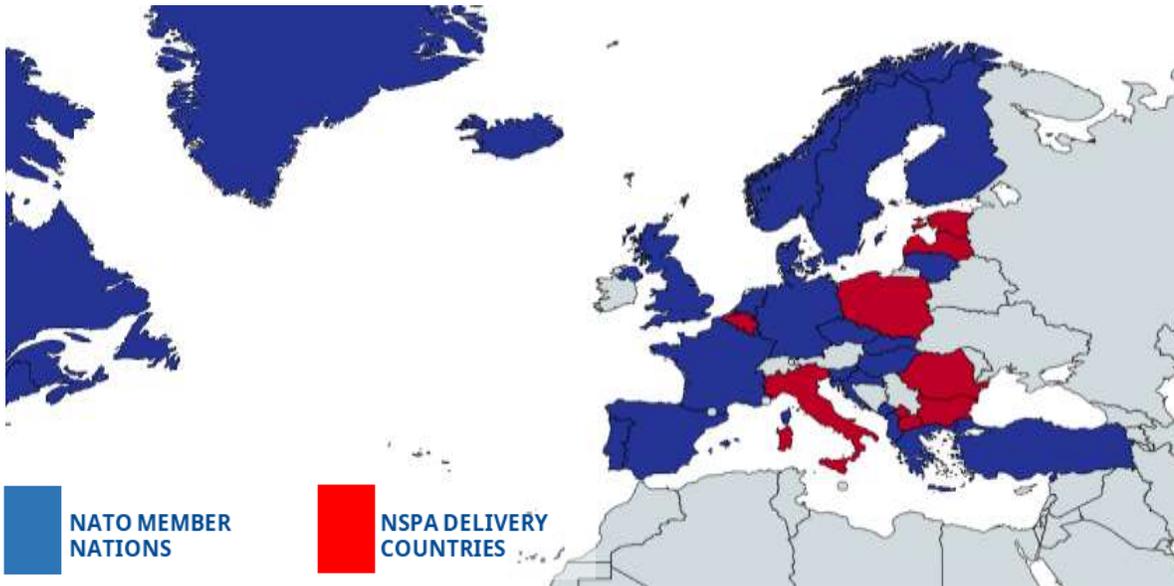
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Active Projects

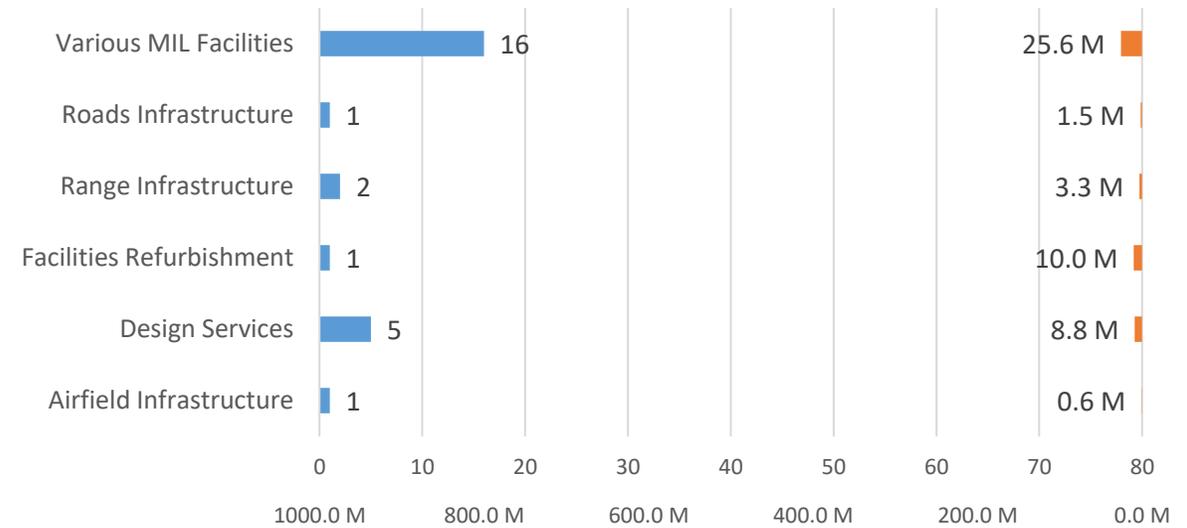
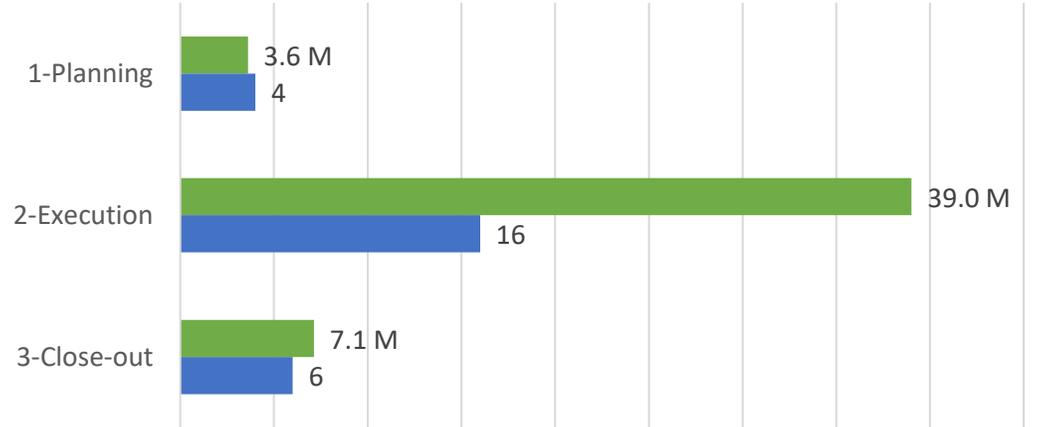


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Portfolio Value



0.0 M 5.0 M 10.0 M 15.0 M 20.0 M 25.0 M 30.0 M 35.0 M 40.0 M 45.0 M



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3. IMPLEMENTATION APPROACH

How NSPA implements Infrastructure Projects?



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4. HOW TO TASK

■ NATIONALLY FUNDED PROJECTS

- ❖ Operational Logistic Support Partnership Template
- ❖ NSPA Price Acceptance Request
- ❖ Call for Funds

■ COMMON FUNDED NSIP PROJECTS

- ❖ IC authorized Change in Implementation Approach
- ❖ Managed through CIRIS

■ DUAL FUNDED

- ❖ Combination of the above.

POCs:



Francesco Romano

Programme Manager *ad interim*
Infrastructure and Engineering Programme

11 rue de la gare, L-8325 (G.D. Luxembourg)

Tel [+35230636710](tel:+35230636710) | Mobile [+352661607971](tel:+352661607971)

Email francesco.romano@nspa.nato.int | Website <https://www.nspa.nato.int>



Alistair BIRRELL

Chief of Construction Engineering Branch 2 (OE-C2)
Infrastructure and Engineering Programme Office (OE)

11 rue de la gare, L-8325 Capellen (G.D. Luxembourg)

Tel [+35230636559](tel:+35230636559) | Mobile [+352 661 669 376](tel:+352661669376)

Email alistair.birrell@nspa.nato.int

Website <https://www.nspa.nato.int>



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5. HOW TO DO BUSINESS WITH NSPA

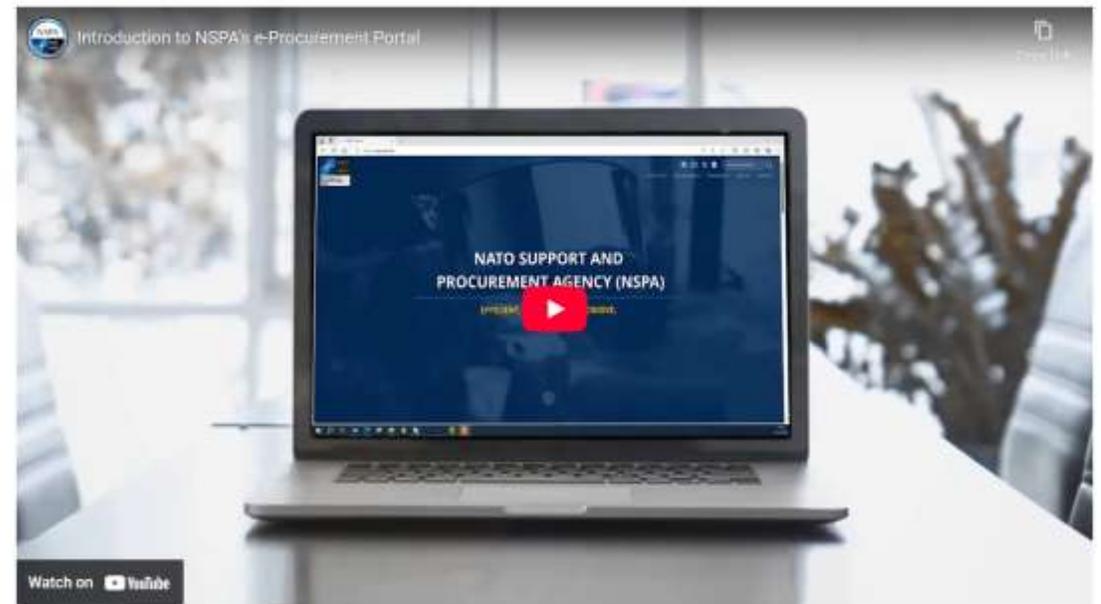
Infrastructure Portfolio

<https://www.nspa.nato.int/business/procurement>

PROCUREMENT

- > General Information
- > Vendor Registration
- > Bid openings & Awards
- > NSPA Award Review and Debarment Board
- > Opportunities
- > Industry Info
- > Competition Advocate

How to do business with NSPA



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6. CONCLUSION

Final Take Aways

- **NSPA already delivering** – active €49Mn US portfolio across 9 NATO countries - **but clear potential to do more.**
- **Flexible delivery model** - able to execute nationally funded, NATO common-funded or hybrid (dual funded) infrastructure projects.
- **NSPA is not here to replace national capability** - we are here to reinforce it and help nations to deliver faster and at scale.
- **For industry** – register with NSPA, monitor Future Business Opportunities and look out for industry days and market engagement events.



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(NSPA)**

THANK YOU

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QUESTIONS?

ANSWERS!



2026 EUROPE TRI-SERVICES REGIONAL SUMMIT
MARCH 3-5 • 2026 • FRANKFURT, GERMANY ***** Hosted by SAME



Thanks For Listening!

- Francesco Romano
Francesco.Romano@nspa.nato.int
- Alistair Birrell
Alistair.Birrell@nspa.nato.int