



1ST SECURITY FORCE ASSISTANCE WORKSHOP

ON ADVISING AS A CAPABILITY FOR SFA

CHALLENGES AND OPPORTUNITIES IN
RECRUITMENT, SELECTION AND TRAINING

Rome, 6-7 December 2018
Centre for Higher Defence Studies (CASD)



NATO SFA COE

NATO SECURITY FORCE ASSISTANCE
CENTRE OF EXCELLENCE
Cesano (Rome)

Contents

- Welcome Note from the Director
 - About NATO SFA COE
 - About the Workshop
 - Speaker Information
 - Administrative Information
 - Workshop Venue & Map of the Area
 - NATO SFA COE Director
 - Project Management
 - Project Team
 - Special Thanks
- 

Welcome Note
from the Director



Dear Workshop Attendee,

On behalf of the NATO Security Force Assistance Centre of Excellence, I would like to welcome each one of you to the 1st Security Force Assistance Workshop on advising as a capability for SFA, held with the collaboration of Ms Nadia Gespacher , Academic Director MoDA Program, US DSCA – Defence Security Cooperation Agency.

The field of Security Force Assistance can be extremely challenging if the foundations for a program are not in place.

The idea for this event was to bring together organizations that have an interest in the advising realm, enabling all of us to share challenges, insights, existing training programs and policies, that will lead to the contribution of a document created to professionalize advising. All of this may be achieved by promoting the exchange of different ideas and varied experiences for effective and sustainable capacity building missions at tactical, operational and strategic levels.

Once again, I am pleased to see the workshop bring together distinguished professionals from all over the world, representing a variety of topics related to the strategic advisors levels including, roles, profiles, selection and training. Over the next two days, the venue of the Workshop will become a true knowledge hub and I encourage all of you to use this unique opportunity to its full extent. The final outcome is to create a community of practice in this field and contribute to SFA activities, missions, programs and policies.

I hope that by improving your knowledge in this field and by seeing SFA from a different point of view, you will have discovered new ideas to take away with you in order to progress this constantly evolving area of Security Force Assistance.

I wish you all a challenging, captivating and rewarding workshop.

Enjoy the workshop
Colonel Franco Merlino
NATO SFA COE Director

About
NATO SFA COE



The NATO Security Force Assistance Centre of Excellence (NATO SFA COE) is an international military organisation accredited in 2018 by NATO's North Atlantic Council as a "Centre of Excellence".

Located in Cesano di Roma, Italy, the Centre is currently supported by Albania, Italy and Slovenia as Sponsoring Nations. The Centre is neither part of NATO's command structure nor is it funded by NATO. However, it is part of a wider framework supporting NATO Command Arrangements.

The Centre's mission is to improve the effectiveness of the Alliance in promoting stability and reconstruction efforts for conflict and post-conflict scenarios through education, training and doctrine activities and also provide a unique capability to Alliance, NATO Nations, NATO Partners and International Organizations in the field of SFA.



NATO SFA COE INFO

natosfacoe@nsfacoe.org
pao@nsfacoe.org
web site: www.nsfacoe.org
twitter: @NATOSFACOE
phone: +39 06.4691163511

About the Workshop



The workshop has the aim to analyse from different points of view the challenges and opportunities of conducting SFA activities and to create a forum of discussion on the evolution of the Stabilization concept from the 2010 Lisbon Summit until the present day.

Advising in the context of SFA offers significant opportunities for building capacity of indigenous security forces. The challenges are many however and have been shown to plague SFA missions and activities if not addressed strategically and from a well-informed perspective.

Many advising activities remain plagued by a need to prepare and train advisors more effectively and questions arise regarding recruitment and selection.

The conference's main objective is to continue to gather lessons and insights that can further professionalize the advising activities of SFA and render them a tool which can deliver on the promise of light footprint and sustainability.



Speaker Information



Nadia GERSPACHER

Academic Director MoDA Program, US DSCA - Defence Security Cooperation Agency

Ms Gerspacher is currently the Academic Director of the MoDA training Program where she works to institutionalize training on effective capacity building practices. Prior to that she was the director of security sector education at the US Institute of Peace where she oversaw several projects that developed and disseminated good practices, knowledge and skills to various audiences working in transitioning and conflict countries and security actors in those countries. She has served on numerous working groups in the US and in Europe on SSR issues as well as capacity building. And she has worked for over 10 years to integrate effective capacity building practices into policy and guidance issued throughout the USG, NATO, the EU and the UN among other partnerships.

She guest lectures often around the world on advising effectively, building capacity sustainably and on policing with a community oriented approach. Gerspacher is the author of “Strategic Advising in Foreign Assistance” among several other publications. She has a forthcoming book which aims to provide guidelines for sustainable capacity building for the planning and program management community.

Abstract

The promise of advising and its conditions

Advising as a practice and as a tool of governments to provide assistance to fragile countries has come a long way. We now have a good amount of experiences and insights about what makes advising effective and how it should be understood. All in all, advising is a tool for capacity building which offers great promise of strengthening government institutions and governance processes. The ideas of local ownership and sustainability has gained significant ground and has helped to professionalize advising. However, much remains to be learned, studied and institutionalized across the international assistance community including in the areas of recruitment and selection, education and training for preparation of advising missions, the development of advising mandates which empower advisors to embrace good practices and a greater understanding of what advising can deliver and what it cannot. This presentation will establish the state of the field and lay out the work that still needs to be done to continue to professionalize advising so that we may maximize the potential of this light footprint and relatively low cost and high payoff tool of assistance.

Mário LEAL GOUVEIA

Head, European Agency for Law Enforcement Training (CEPOL)

Lt.Col. Mário LEAL GOUVEIA is currently the Head of the Republican National Guard (GNR-Portuguese Gendarmerie) on Training International Cooperation, Head of the Portuguese CEPOL National Unit and he is leading the CEPOL Knowledge Centre on EU CSDP Missions coordinating the work on this domain of 13 Training Institutions from 9 EU Member States. Also, he manages the joint training actions between GNR and FRONTEX.

Prior to that he has been the GNR Head of Operations for Lisbon region and he served during four years in the EU crisis management structures in Brussels.

He has worked in Missions both within EU and UN systems and currently and just this year he delivered lectures at the Security and Defence Congress organized by the Nova University of Lisbon and at the International Conference EU Global Strategy and CSDP Missions organized by the Lusíada University of Lisbon.

Abstract

Requirements for Advising in SFA Activities and Beyond

The first key aspect to be met in planning for advice-driven SFA activities is the ultimate goal of advising which is to ensure the transition of knowledge, skills, tools and capacity with respect for the full ownership of the host-country and absorption capacity.

Successful advising takes into account the absorption capacity of the host country, in terms of numbers of advisors and space as well as concerning the overall level of ambition.

Local authorities must not be overwhelmed by the advising activities: it takes time to mentally and practically absorb new skills and procedures.

This presentation will discuss relevant requirement to be considered when planning advice-driven SFA activities with special attention to their integration in the planning documents.

Natacha MEDEN

Former SSR Advisor, former trainer MoDA

Ms Natacha Meden has spent the past twenty years working on and in countries emerging from conflict, supporting the implementation of peace agreements and the reform of security sector institutions. She supported early reconstruction efforts as a member of the World Bank Resident Mission in Timor-Leste during the post-consultation transition to full independence. While serving on the Secretariat of the World Bank administered Multi-country Demobilization and Reintegration Program (Africa – Great Lakes), she was involved in the design, implementation and monitoring of DDR programs. As United Nations SSR Officer, she provided technical inputs to cease-fire negotiations (Burundi) and advised on governance aspects of security institutions reform and development (Burundi, Timor-Leste, Guinea-Bissau, Liberia). She also contributed to the policy dialogue on donor assistance to SSR in countries emerging from conflict. Her fieldwork has led her to develop an acute sense of the difficulties associated with the restructuring, reform and/or development of security institutions in conflict-affected environments.

Ms Meden's current work draws on this experience and on the evolution of associated policies and practices to fuel the development of capacity in donor institutions engaged in SSR in fragile and transitional environments. She designed training material, facilitated courses and contributed to the development of governance related guidance for SSR practitioners for the International Security Sector Advisory Team of the Geneva Centre for the Democratic Control of Armed Forces (DCAF-ISSAT). This led her to collaborate with the Advising Support Program of the United States Institute of Peace (USIP), and for two years, she was the Program's lead instructor (08/2014- 06/2016), designing and conducting executive level training courses, supporting in particular the pre-deployment training of the Ministry of Defense Advisors (MoDA) of the US Department of Defense. The strategic level assessments, program evaluations and lessons identification exercises that she conducts for DCAF-ISSAT further contribute to knowledge sharing within the SSR community of practice.

Ms Meden remains committed to peacekeeping. She continues to support USIP's contribution to the African Contingency Operations Training and Assistance (ACOTA) whenever she can, leading pre-deployment training courses on Conflict Management for African Peacekeepers, mostly in Francophone Africa. She also mentors trainers joining the USIP ACOTA cadres and contributes to course content development.

Abstract

Advising as a capability: Distinguishing between capacity building activities

Bearing in mind the specificities of advising in the context of SFA, i.e. supporting institution/ system building efforts, it is essential to reflect on the different roles that individuals undertaking such an assignment will be called upon to play, and what each implies. Indeed, as practitioners initiate an advising mission in a foreign environment, they are invariably required to shift gears, stepping away from operational execution to provide advice, engaging on a number of different levels: serving as an adviser to their national counterparts, but also to the institution that deployed them; serving as an interpreter between the two; assisting their national counterpart in better understanding the international assistance minefield; contributing to the development of a more nuanced understanding of the actual SFA needs of the beneficiary country to avoid supply driven debacles. Navigating these roles with ease is critical. Identifying the boundaries of each is even more important for advisors to successfully balance the demands and manage the expectations of both the deploying agency and beneficiary institution.

James M. CUNNINGHAM

Project Lead/Lead Analyst, Lessons Learned Directorate, Special Inspector General for Afghanistan Reconstruction (SIGAR)

James M. Cunningham is a Project Lead and Lead Analyst within SIGAR's Lessons Learned Program and is the primary author of SIGAR's report, *Reconstructing the Afghan National Defense and Security Forces: Lessons from the U.S. Experience in Afghanistan*. Mr Cunningham has been working Afghanistan-related issues since 2005.

From 2008 to 2015, he served as a senior intelligence analyst and subject matter expert contracted to DIA's Afghanistan-Pakistan Task Force (APTF). In this role, Mr Cunningham focused on Afghan reconciliation, Taliban senior leadership dynamics, and security related issues.

He has provided input to several National Intelligence Estimates (NIEs), and has authored multiple Presidential Daily Briefs (PDBs), senior executive updates, and defense intelligence reports.

From 2007 to 2008, he was a senior intelligence analyst contracted to DIA's Counterintelligence Field Activity (CIFA).

Mr Cunningham provided intelligence support to ongoing DOD counterintelligence operations and law enforcement investigations in the Middle East and South Asia. From 2005 to 2007, he worked as an intelligence analyst and data manager contracted to DOD's Criminal Investigative Task Force (CITF). Mr Cunningham has worked over a dozen counterterrorism cases in Iraq, Afghanistan, and Guantanamo Bay, and has been involved in multiple detainee interviews and military tribunals. He also served as an intelligence liaison for a new database system to improve DOD's analysis of social networks.

Mr Cunningham is currently leading a new lessons learned study for SIGAR focused on the divided nature of U.S. security sector assistance programs in Afghanistan. This next study will explore the authorities, programs, and activities conducted by the Departments of Defense, State, Homeland Security, and Justice, and analyzes how the U.S. government selected, trained, and prepared trainers and advisors for their assignment prior to deployment.

He has a Bachelor of Arts in International Relations from George Mason University.

Abstract

Lessons Identified: The U.S. Experience Selecting and Preparing Advisors for Afghanistan

Since 2002, the United States—in partnership with NATO—has deployed advisors to Afghanistan with the purpose of developing an independent, self-sustaining Afghan military and security force.

After more than \$70 billion in U.S. taxpayer assistance and 16 years of deploying U.S. advisors to accomplish this task, the Afghan National Defense and Security Forces remain incapable of securing their nation from internal and external threats and preventing the reestablishment of terrorist safe havens without significant international support.

This presentation will focus on the key findings and lessons from SIGAR's lessons learned report published in September 2017, *Reconstructing the Afghanistan National Defense and Security Forces: Lessons from the U.S. Experience in Afghanistan*. The presentation will also provide preliminary findings from SIGAR's current study examining how the U.S. government generates requirements for operational and ministerial-level advisors, to include personnel selection, pre-deployment training, and synchronization of these efforts in country.

Finally, this presentation will highlight key findings from a recently released SIGAR audit on U.S. advisory efforts at the Afghan Ministries of Defense and Interior from 2015 to 2017.

George DRYDEN

Program Manager MoDA Program

Mr Dryden has been a program manager with the Defense Security Cooperation Agency since April 2010. In July 2011 he returned from a one year deployment with the Ministry of Defense Advisor (MoDA) program to NATO Training Mission – Afghanistan (NTM-A) in Kabul. At NTM-A, Mr Dryden was primarily engaged in ministerial development planning and assessments for Coalition efforts supporting the Afghan Ministry of Defense and General Staff. He currently leads the MoDA program, which deploys trained, DoD civilian advisors to support partner ministries worldwide.

Before joining DSCA, Mr Dryden spent five years as a foreign affairs, security cooperation, and arms control specialist with Headquarters, US Army Europe (USAREUR), in Heidelberg, Germany. While there he served in a number of positions in the G3 - International Operations Division, including Strategy and Africa Branch Chief, Central Europe/Eurasia Branch Chief, and Ukraine Desk Officer.

Prior to USAREUR, he spent two years as lead policy and program analyst on the contractor support team for the Assistant Deputy Secretary of Defense for Logistics Plans and Programs.

From 1996 to 2005, he gained extensive private sector experience as a national security analyst and international programs consultant. He began his Washington career on the legislative staff of the House Appropriations Committee Chairman.

Mr Dryden holds a Master's Degree in National Security and International Economic Policy from American University and a Bachelor's in International Relations and History from the University of Wisconsin, Madison.

Abstract

What works and what doesn't in pre-deployment training: Insights from development and delivery of curriculum

Since 2010, the U.S. Ministry of Defense Advisors Program (MoDA) has recruited, trained, and deployed over 400 civilian advisors worldwide. The program was first established to fill a critical gap in the institutional capacity building efforts in Iraq and Afghanistan. Although our goal in both countries was to build effective civilian ministries, only military and contract advisors were provided, no experienced senior civilians.

Preparing advisors to serve effectively requires both education and training on a variety of subjects including country knowledge, capacity building methodologies and personal security, as well as advising skills. That can be especially challenging with experienced, adult learners. While the core of MoDA training has remained consistent, the overall structure and approach has been evolved into a highly effective model incorporating classroom work with practical exercises to build confidence and role-playing vignettes to hone advising skills.

The MoDA training model has been identified as the standard within the U.S. Department of Defense and can be applied broadly to all types of advisors and the many varied capacity building missions on-going today.

Victoria WALKER

Head of DCAF' s International Security Sector Advisory Team (ISSAT), and Assistant Director of the Geneva Centre for the Democratic Control of Armed Forces (DCAF)

Ms Walker joined ISSAT in 2008, initially as an SSR advisor. During her time in ISSAT she has worked on advisory missions across Sub-Saharan Africa, the Balkans, South-East Asia, Latin America and the Caribbean, including assessments, programme design and M&E. Her main focuses thematically include strategic management and engagement, change management, risk, governance, national security strategies, and policy development. In addition, Victoria has delivered SSR and advisory training and capacity building to a range of donor and multilateral agency audiences, and was responsible for developing ISSAT' s first governance module on the advanced SSR training course. She was heavily involved in the set up and development of ISSAT, and took on the role as Head of the department in 2017. Prior to joining ISSAT, Ms Walker was a political advisor to the head of the EU Rule of Law planning mission in Kosovo. Ms Walker worked on Crisis Management, DDR and human rights in the Aceh Monitoring Mission in Indonesia, and held the position of Head of the Albania Country Office for the Balkans EU Monitoring Mission.

Before moving into civilian crisis management and development, she held a commission in the British Army. She has a law degree from Kings' College London, an MSc in Development Management and an MA in Social Sciences (focusing on environmental policy) from the Open University, as well as a Post-Graduate Diploma in Security Sector Management from Cranfield University.

Abstract

The SSR advisor: Integrating the how with the what in international assistance

Training individuals before they deploy as advisors in the field is an established step in preparing security force assistance. Yet ensuring effective training for the position, the right profile of participants, and understanding how the training fits into a more complex problem of getting the right people with the right skills in the right place to provide support remain key challenges. This session will explore some of the lessons identified from SSR training, including the most significant learning points participants take from SSR training:

- understanding what participants see as important, and the potential gaps that can create;
 - challenges and opportunities of course participation composition;
 - Ideal minimum requirements for participants and challenges in implementing this;
 - moving from training as a singular solution to systemic approaches to change attitudes; and behaviours and bridging the gap from being a successful trainee to translating learning to individual contexts.
- 

Vlasta ZEKULIĆ

NATO' s HQ Operational Division Operational Preparedness Section

Ms Zekulić joined the team after completing her military career as a Lieutenant Colonel in 2017.

As an infantry and military police officer, she held numerous command and staff positions, including several deployments to operational theatres. After obtaining her PhD in International Relations and National Security, she served at the Allied Command Transformation, Strategic Plans and Policy Division, where she led the interoperation of high level political guidance and developed policy papers, strategies and inputs to NATO Military Authorities.

This work led to a posting in the Strategic Assessment Element of the Emergency Security Challenges division as a deputy Head and in this capacity she worked on initiating, developing and drafting strategic assessments aimed at identifying emerging crisis, enhancing situational awareness and providing early warning for use by the Secretary General and the Chairman of Military Committee.

Abstract

Capacity building: challenges and opportunities in generating advisors NATO HQ perspectives

The requirement for civilian subject-matter experts and advisors in support of NATO activities, missions and operations, particularly in less permissive environments, has been steadily rising, amounting to more than 800 experts activated in 2018.

This increased demand needed to be matched by a transparent, predictable and reliable approach, so in July 2017 NATO HQ initiated a work strand to increase overall awareness about the shared requirements for civilian experts and advisors across NATO. The International Staff has been working diligently on consolidating community of interest, refining dissemination of requests for experts and improving preparation and evaluation of advisors. Nevertheless, there are still number of challenges that need to be dealt with. Most significant ones include streamlining generation of experts and developing an overarching guidance on training required for experts and advisors to fulfil their role on behalf of NATO.

Susan POND

Head Building Integrity Programme at NATO

Ms Pond is a Senior Officer responsible for the design and implementation of NATO's Building Policy and Action Plan. She has extensive experience in assessing risks, developing policy, and the design and implementation of assistance to build capacity. She has served NATO in positions in Norfolk, Kyiv and Brussels. Prior to her current assignment, Ms Pond served as the Head of NATO's PFP Programme. Throughout her NATO career she has been at the centre of Allied efforts to build institutional capacity and promote good governance in the defence and security sector.

Prior to taking up her first NATO assignment at ACT in 1989 she served as policy advisor in the Canadian Coast Guard in Ottawa. Ms Pond completed her undergraduate studies in Political Science and History at College Ste Anne (Nova Scotia); College St. Boniface (Manitoba) and Carleton University (Ottawa). She has a Graduate Diploma in International Relations and Conflict Resolution from the University of Lancaster (UK).

In 2002, she was awarded the Queen Elizabeth II Golden Jubilee medal for outstanding public service. In 2018, she was awarded the Canadian Meritorious Service Cross for her contribution to NATO.

Abstract

Integrating knowledge, education and training: Setting requirements and implementing them

Corruption and poor governance complicate every security challenge. They undermine our peace, security and operational effectiveness.

NATO BI engagements stretch from Australia to Afghanistan and contribute to the core tasks of the Alliance. NATO BI' s lesson learned are draw on three pillars.

The right tools for the right job are:

- NATO BI mixes “old” and “new” ;
- drawing on NATO tools and mechanisms such as the Partnership Planning and Review Process and the Partnership Training and Education Centres;
- and adding new elements such as the BI Self – Assessment Questionnaire and Peer Review Process.

Doing the right thing right: Building capable and resilient institutions founded on rule of law and the principles of transparency, accountability and integrity requires a long-term commitment of leadership and staff.

Change often exceeds the life of a government, an individual Minister' s term in office or a tour of duty.

Measuring the right thing: Developing metrics to measure impact as opposed to activity or budget execution is critical.

Juergen ILLIG

Former police advisor, European Union' s External Action Service (EU EEAS)

Mr Illig has more than 30 years of professional experience as senior police officer in the German Federal Police, including 20 years contributing to international and bilateral police treaties, international workshops, bilateral projects and European Union civilian CSDP missions focusing on police reform programs in the contexts of security sector reform (SSR) with the focus on institutional capacity building in the relevant security related Ministries.

In the last assignment at the European Union' s External Action Service he initiated and oversaw the design, development and delivery of courses for civilian Common Security and Defense Policy (CSDP) missions. He was responsible for the coordination with the relevant civilian and military partner as the Crisis Management and Planning Directorate (CMPD), the European Security and Defense College (ESDC), the European New Training Initiative (ENTRI), CEPOL, FRONTEX and European training institutes. Furthermore his portfolio encompasses operational planning for civilian CSDP missions in the area of security sector reform (SSR) including police, border management, Rule of Law (RoL), Criminal Justice (CJ), Law Enforcement (LE), countering violent extremism (CVE), counter terrorism (CT).

During his several deployments to international civilian missions he contributed inter alia as advisor to the development and implementation of the Palestinian Preparedness Project. He had a share in the development and supervised four programs in Libya for sea, land and air borders as well as one IT-based tool for joint operations. Supervised a team of advisors to enhance the police training and to reorganize the Border Management-related departments of the Ministry of Interior. In addition he was conducive to the development of the capacity of the Afghan National Police on strategic level with a focus on police training for all ranks taking into account inter alia local ownership. Supervised a team of police mentors and advisors at the Afghan National Police Academy.

Mr Illig recently evaluated the impact of the Ministry of Defense Advisor Program Training.

Abstract

Advising in current environment: An M&E perspective

This presentation will share insights and lessons from an M&E study just conducted. The lessons are illustrative way beyond this one very important program.

I will speak about the importance of providing a very specific set of skills and knowledge to advisors prior to their deployment. The importance of methodology and sound andragogical practices will be demonstrated.

I will also share observations on how advisors have performed when they were trained with a strategic skillset.

Taxpayers money should be spend as effective and efficient as possible. To achieve the objectives advisors should be subject matter experts trained on how to be effective. Hence the required soft skills how to advice the counterparts to achieve a sustainable enhancement has to be taught.

The M&E study also brings several ideas to further inform recruitment and selection processes which include the need for concerted and clearly articulated task descriptions as well as mandates.

Michele FACCIORUSSO

7th Regiment Carabinieri “Trentino Alto Adige”

Col. Michele Facciorusso is the Commander of the 7th Carabinieri Regiment “Trentino Alto Adige” stationed in Laves (Bozen).

He enlisted in the Carabinieri Corps in 1987 after joining the Military School Nunziatella, then attending the Military Academy of Modena and the Carabinieri Officers School in Rome.

He has a University Degree in “Internal and External Security Science” , from the University “Tor Vergata” in Rome and a degree in Law, from the University of Salerno.

Some of his main assignments have been: Chief of the Investigation unit in Trento, Avellino and Brescia, Chief of the special unit for the protection of cultural heritage in Rome, Chief of Studies and Research Department of the Centre of Excellence for Stability Police Units (CoESPU) in Vicenza. Col. Facciorusso served in a range of UN, EU, NATO and other International Organizations PSOs.

He is a Knight of the Military Order of Italy and of the Italian Republic Order. He has received a Silver Medal for military valour.

Abstract

Profile of effective Advisor, lesson learned perspective

Starting from personal experience, the panelist illustrates how the Advisor fits into the various phases of the intervention (pre-, during and post-conflict). In this framework, to fill the security gap generated by the incapacity/weakness of local forces, emerges the need for a Stability Policing capabilities, a peculiar police component, which joins the activities of Security Force Assistance for Capacity Building. Focusing on the police advising, the lecturer outlines the hypothetical, general profile of a police advisor, highlighting features, qualities, knowledge, skills and experience.

Regarding the lessons learned and referring to the missions in Iraq and Afghanistan, the panelist delivers some take-aways, to develop and improve, that are considered relevant for Assisting and Advising activities in favor of indigenous police forces.

Administrative Information





Lanyards

Conference badges are attached to lanyards of different colours, which indicate the following:

Red – speaker

Green – participant

Blue – organiser

Dress Code

Jacket and Tie or Service Uniform

Useful information

Emergency Telephone Numbers: 112 or 113

Public Transportation: www.atac.roma.it

Radio Taxi: 3570 / www.3570.it

Museums and events in Rome: www.museiincomunedirioma.it

Music: www.auditorium.com

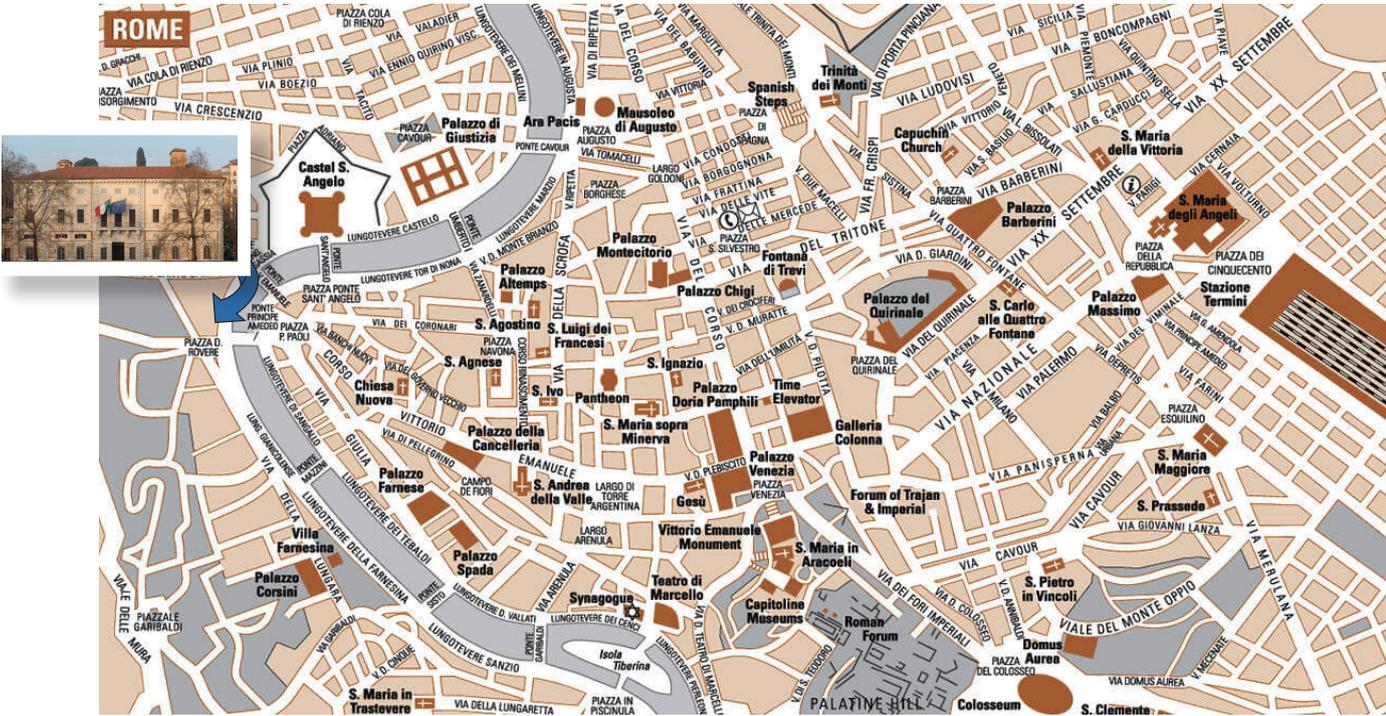
NATO SFA COE

natosfacoe@nsfacoe.org

phone: +39 06.4691163511

Workshop Venue & Map of the Area





Centre for Defense Higher Studies CASD, Piazza della Rovere, 83, 00165 Roma RM

NATO SFA COE
Director



NATO SFA COE DIRECTOR

Colonel Franco Merlino is an Officer of the Italian Army's Parachute Unit. He began his service at the Military Academy in 1987 with the 169th Course "Orgoglio". After having served as an instructor for the new cadets in the Military Academy, he undertook in the "FOLGORE" Brigade all the periods of command up to Regimental level. While in command of the 183rd Regiment "NEMBO" he served in Afghanistan as Commander of the Transition Support Unit in Shindand. He was also the Commander of the Parachute Training Centre in Pisa. He served in the General Staff in multiple circumstances where he worked on the long-term planning of the Army's operational component, at the Army General Staff and on Policy Education at the Defense General Staff. In his assignments abroad he attended the high-level joint course at the military school of the French Armed Forces and served as Assistance Defence Attaché at the Italian Embassy in CAIRO from 2009 until 2012, coinciding with the Arab Spring. He was involved in operations in the Balkans and in Afghanistan. Since 2016 he is the Director of the Security Force Assistance Centre of Excellence and has followed its creation as an International Body and its subsequent accreditation as a NATO Centre of Excellence.



Project Management



WORKSHOP CO-DIRECTOR

Ms Nadia Gerspacher is currently the Academic Director of the MoDA training Program where she works to institutionalize training on effective capacity building practices. Prior to that she was the director of security sector education at the US Institute of Peace where she oversaw several projects that developed and disseminated good practices, knowledge and skills to various audiences working in transitioning and conflict countries and security actors in those countries. She has served on numerous working groups in the US and in Europe on SSR issues as well as capacity building. And she has worked for over 10 years to integrate effective capacity building practices into policy and guidance issued throughout the USG, NATO, the EU and the UN among other partnerships.

She guest lectures often around the world on advising effectively, building capacity sustainably and on policing with a community oriented approach. Gerspacher is the author of “Strategic Advising in Foreign Assistance” among several other publications. She has a forthcoming book which aims to provide guidelines for sustainable capacity building for the planning and program management community.



WORKSHOP PROJECT OFFICER NATO SFA COE LEGAL ADVISER

Captain Ludovica Glorioso is an Italian Army Officer. Before her current assignment as a Legal Adviser for the NATO SFA COE, she served as a Legal Researcher at the NATO CCD COE and as Legal Adviser in NATO Peacekeeping Operations in the Balkans and Afghanistan. She was assigned to the Italian Joint Operation HQ and to the Army General Staff HQ.

Capt. Glorioso holds a Law Degree from the University of Palermo (Italy) , an LL.M in European and Transnational Law from Trento University (Italy) and she is admitted to the Italian bar. Lecturer at the University Roma TRE, the Italian Center for Higher Defence Studies (CASD), Cyber Defence Symposium in Italy, World Summit on Counter-terrorism at the Interdisciplinary Centre Herzliya and Allied Joint Force Command in Brunssum.

She is also co-editor of the “Workshop on Ethics of Cyber Conflict. Proceedings” and Editor of “Ethics and Policies for Cyber Operations” published by Springer.



Project
Team





Maj. Contalbo Roberto
NATO SFA COE Financial Controller



Capt. Li Pira Davide
NATO SFA COE Public Affairs Officer



Corporal Ferretti Oliver Dario
NATO SFA COE Personnel Staff Assistant



Corporal Di Dio Adele
NATO SFA COE Logistic Staff Assistant

Special
Thanks





NATO SFA COE would like to thank the Italian Centre for Higher Defence Studies (CASD) for the excellent cooperation and support.

