



**NATO
SECURITY FORCE ASSISTANCE
CENTRE OF EXCELLENCE**



SNSFACOE-LLB-40/2021

TO: See distribution List

SUBJECT: Security Force Assistance Advisors' Enhancement Seminar - Calling Letter.

DATE: 15th July 2021

1. It is my great pleasure to invite you to the "SFA Advisors' Enhancement Seminar" that will be hosted by the NATO Security Force Assistance Centre of Excellence (NATO SFA COE) from 27th to 30th of September 2021 in Rome.
2. The aim of the Seminar is to analyse the Advisor's capacities and capabilities in interacting with Local Forces, through a series of engaging academic sessions and a role-playing practical session.
3. The event will be based on the outcomes of the COE's SFA Operator Profile Project. NATO SFA COE will be a "lab" where the Advisors may experiment and test tools and techniques to better work inside the Local Forces' System.
4. We are looking forward to meeting and engaging with all partners' representatives and other stakeholders that participated in all stages of the project, offering a unique opportunity for enlarging our network of experts.
5. Specific instructions will be sent by mail once the participants have agreed to join the event.

**Massimo Di Pietro
Colonel (ITA A)
SFA COE Director**

A handwritten signature in blue ink, appearing to read 'Massimo Di Pietro'.

ANNEXES:

- A. Agenda
- B. Administrative Details
- C. Personnel Administrative Form (PAF)

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**NATO
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**AGENDA
 SFA Advisors' Enhancement Seminar
 Rome, 27th- 30th September 2021**

Time	Activity	Lecturer	Location	
27th September 2021, Monday				
08.00 08.30	Transfer		HOTEL- NSFACOE	
08.30 09.15	Welcome Address and Opening remarks	NSFACOE DIR	ITA Army Infantry School Officers Club	
09.15 12.00	Team Building	TRAINING AND EDUCATION BRANCH		
12.00 13.00	Lunch			
13.00 14.30	SFA Operator profile presentation	LL BRANCH		
14.30 15.15	Open discussion			
15.15 15.30	Coffee break			
15.30 16.15	NATO SFA COE main projects presentation	NSFACOE OPRs		
16.15 16.30	Closing remarks	LL BRANCH		
16.30 17.45	Transfer			HOTEL- NSFACOE
19.00 22.00	Ice breaker			HOTEL
28th September 2021, Tuesday				
08.00 08.30	Transfer		HOTEL- NSFACOE	
08.30 09.15	Opening remarks	LL BRANCH	ITA Army Infantry School Officers Club	
09.15 10.00	Building rapport	CADENCE + NSFACOE		
10.00 10.30	Practical exercise			
10.30 10.50	Coffee break			
10.50 11.30	Effective Listening	CADENCE + NSFACOE	NSFACOE ITA Army Infantry School Officers Club	
11.30 12.30	Practical exercise			
12.30 13.30	Lunch			

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13.30 14.20	Questioning techniques	CADENCE + NSFACOE		
14.20 15.00	Coffee break			
15.00 16.00	Practical exercise	CADENCE + NSFACOE		
16.00 16.30	Wrap-up and closing remarks	CADENCE + NSFACOE		
16.30 17.45	Transfer		HOTEL- NSFACOE	
29th September 2021, Wednesday				
08.00 08.30	Transfer		HOTEL- NSFACOE	
08.30 09.15	Opening remarks	LL BRANCH	ITA Army Infantry School Officers Club	
09.15 10.00	Negotiation	CADENCE + NSFACOE		
10.00 10.30	Coffee break			
10.30 12.00	Practical exercise	CADENCE + NSFACOE		
12.00 13.00	Lunch			
13.15 14.30	Influence techniques	CADENCE + NSFACOE		
14.30 15.00	Coffee break			
15.00 16.00	Practical exercise	CADENCE + NSFACOE		
16.00 16.30	Wrap-up and closing remarks	CADENCE + NSFACOE		
16.30 17.00	Certification delivery	NSFACOE DIR		
17.00 18.00	Transfer			HOTEL- NSFACOE
30th September 2021, Thursday				
08.00 08.30	Transfer		HOTEL- NSFACOE	
08.30 09.15	Opening remarks	LL BRANCH	ITA Army Infantry School Officers Club	
09.15 10.00	After Action Review	CADENCE + NSFACOE		
10.00 10.30	Coffee break			
10.30 11.15	Open Discussion	CADENCE + NSFACOE		
11.15 12.00	Wrap-up and Closing remarks	NSFACOE DIR		
12.00 13.00	Lunch			
13.00 14.00	Transfer		HOTEL- NSFACOE	

a. Event venue

The course will be held at the Italian Army Infantry School Officer Club (Via della Stazione di Cesano 423, Cesano di Roma, Roma).

b. Registration

Applicants are kindly requested to return their PAF (annex C) by mail to llchief@nsfacoe.org no later than **10th SEPT 2021**.

c. Security measures

Participants are requested to bring their military/civilian passport or ID card to support their identification in order to receive the security badge that will be delivered on the first day, upon registration. This security badge must be carried throughout the event.

d. Visa Requirement

Attendees are responsible for arranging the required permits to enter the Italian territory (Request for Visit) by consulting their own HQ or embassy for procedures.

Participants, or their national authorities, are responsible for visa arrangements (if needed). Participants are advised to contact, well in advance, proper diplomatic agencies for up to date information. It is the individual's responsibility to apply and obtain their visa and to have the proper travel documentation.

e. Medical service

No medical support will be provided by the NATO SFA COE. Medical expenses must be paid by the individuals or their insurance agencies. All participants are strongly advised to have appropriate medical insurance.

f. Event fee

The Seminar's fee is 60.00 € and will include the ice breaker and all coffee breaks.

NATO SFA COE strongly encourages the early payment (by bank transfer payment or using the payment link which will be provided, upon request, by the Centre) for paying the course fee. On site electronic payments (POS) will also be accepted on the first day of the course. (NO CASH WILL BE ACCEPTED)

Failure to pay course tuition fee by the first day of the course will result in the suspension of the course completion certificate for the student and the organization being put into collection status until the fee is paid.

Bank deposit must be finalized not later than three working days before the start date of the course. The relevant document has to be forwarded to the Budget & Finance Office by e-mail: finconast@nsfacoe.org.

g. Accommodation

Participants are responsible to arrange their own accommodation.

NATO SFA COE recommends staying at Courtyard Rome Central Park Hotel (4 stars). The Centre has pre-booked double Rooms for €130/day. Room reservations are available only by using the following link:

[Book your group rate for NATO Advisors Enhancement Seminar 2021](https://www.marriott.com/event-reservations/reservation-link.mi?id=1624355999105&key=GRP&app=resvlink)

<https://www.marriott.com/event-reservations/reservation-link.mi?id=1624355999105&key=GRP&app=resvlink>

Booking must be done no later than 4th SEPT 2021. After this deadline room availability and preferential rates cannot be guaranteed.

h. Transportation

Course participants are expected to cover their own travel costs.

Transports from the airport to the Courtyard Rome Central Park Hotel are arranged by NATO SFA COE for Sunday 26th September 2021 as follows: 1st shuttle at 13:00, 2nd shuttle at 19:00.

A shuttle bus is provided every day at 07:40 AM only from the Courtyard Rome Central Park Hotel to the event venue, and at the end of the working day, from the event venue to the Courtyard Rome Central Park Hotel.

Departure transport from NATO SFA COE to Fiumicino Airport is arranged for 14:00h on 30th September. Please be informed that the shuttle service arrives at Fiumicino Airport approximatively at 15.00h.

Suggestions for own transportation:

- By train: <https://www.trenitalia.com/en.html>
- By taxi: <https://www.3570.it/> or <https://065551.it/en/>
- Car rental: There are several car rental agencies at the FIUMICINO airport. Participants, who intend to rent a car, must inform the Course Admin reporting of the brand, type and plate number of the vehicle as soon as possible in order to allow vehicle access.

i. Social events

NATO SFA COE will host an ice breaker on Monday, **27th SEPT 2021 at 19.00h Courtyard Rome Central Park Hotel.**

j. Dress code

During the seminar the dress code is combat uniform for military personnel, Smart Casual for civilians.

For the ice breaker the dress code is Smart Casual for all.

k. COVID-19 precautions and notices

The NATO SFA COE will adhere to Italian Government directions, guidance and regulations for business operations.

A list of restricted areas may be found at the Italian Ministry of Health:

<http://www.salute.gov.it/portale/nuovocoronavirus/dettaglioContenutiNuovoCoronavirus.jsp?lingua=english&id=5412&area=nuovoCoronavirus&menu=vuoto> (please check for updates regularly).

More info about Covid-19 FAQ are available on:

<http://www.salute.gov.it/portale/nuovocoronavirus/dettaglioFaqNuovoCoronavirus.jsp?lingua=english&id=230#8>.

ATTENDEES ARE RESPONSIBLE FOR MONITORING THE ITALIAN MINISTRY OF HEALTH'S LIST OF RISK AREAS TO DETERMINE THEIR ELIGIBILITY PRIOR TO ARRIVAL AT THE COURSE. THE LIST CAN BE MODIFIED AT SHORT NOTICE AND SHOULD BE CHECKED PRIOR TO TRAVEL.

The NATO SFA COE accepts no liability and will not reimburse any travel and accommodation expenses incurred as a result of travel from a designated risk area.

Classrooms will be set-up in respect of social distancing requirements. However, all persons participating to the course are required to **maintain social distancing, wear a face mask** (when necessary) and have their **temperature taken**. Participants not adhering to these requirements will not be allowed to attend the course. Please note that medical waivers for face coverings will not be accepted.

For further information, please contact the NATO SFA COE dedicated team at:

lchief@nsfacoe.org (NATO SFA COE lessons learned Chief LTC Matteo FRANCAVILLA)

cwgapstaff@nsfacoe.org (NATO SFA COE Cultural Awareness and Gap Analysis Staff Assistant CWO Stefano Baranovich).



NATO Security Force Assistance Centre of Excellence

**“SFA Advisors’ Enhancement Seminar”
Rome, 27th - 30th September 2021**



PAF - Personnel Administrative Form

Date*: _____

Applicant Data

Last Name*: _____ First Name*: _____

Service*: (A/N/AF/CIV): _____ MIL/CIV Rank/Grade*: _____

Nationality*: _____ Job Title*: _____

Military/National Passport or ID (must be attached to this form **MANDATORY**)*: _____

Applicant’s Organization Contact Details

Organization*: _____ Phone (commercial): _____

Address*: _____

Post Code*: _____ City*: _____ Mobile*: _____

Country*: _____ E-Mail*: _____

Travel and Accommodation

Arrival date*: _____ Flight #: _____ Departure date*: _____

Accommodation: _____

Payment selection

Bank Transfer

The NATO SFA COE bank account details are:

Beneficiary: NATO Security Force Assistance COE
IBAN Number: IT57 W076 0103 2000 0104 1221 761
Swift BIC: BPPIITRRXXX
Bank Name: Bancoposta PA

Credit Card link

You will receive a request for payment by link, which you can follow to easily complete the payment.

On site electronic payment (POS)

No later than the first day of the course

Special needs

Mandatory fields.

If information on a field is not applicable or not yet determined you can indicate N/A or TBD respectively and provide the information later.

The form must be completed in CAPITAL LETTERS and be forwarded no later than **10th SEPT 2021** to: llchief@nsfacoe.org

