



**NATO
SECURITY FORCE ASSISTANCE
CENTRE OF EXCELLENCE**



SNSFACOE-

TO: See distribution List

SUBJECT: Security Force Assistance Advisors' Enhancement Seminar (Diamond event) - Calling Letter.

DATE: 20 MAY 2022

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 **12th to 15th of July 2022 in Rome**. This Seminar marks the Centre's Diamond event of the year.
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. The seminar will be preceded by another important event on the **11th JULY 2022** at the ITA Defence Officers Club (Via XX Settembre 2, 00100, Roma), where the NATO SFA COE will launch its latest publication entitled "**Insights on Strategic Advising for Security Force Assistance**". Further information about the event and the agenda can be found in **Annex D**.
5. 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.
6. 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 black ink, appearing to read 'Massimo Di Pietro', written over the printed name and title.

ANNEXES:

- A. Agenda
- B. Administrative Details
- C. Reservation Form NATO SECURITY FORCE COE - NAT Group code
- D. "Insights on Strategic Advising for Security Force Assistance" Agenda

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**AGENDA
SFA Advisors' Enhancement Seminar
Rome, 12th- 15th July 2022**

Time	Activity	Lecturer	Location
11th July 2022, Monday			
20.30 22.30	Ice breaker		HOTEL
12th July 2022, Tuesday			
07.30 08.30	Transfer		HOTEL-NSFACOE
08.30 09.15	Welcome Address and Opening remarks	A&LL BRANCH	ITA Army Infantry School Officers Club
09.15 09.30	Coffee break		
09.30 12.30	Team Building	TRAINING AND EDUCATION BRANCH	
12.30 13.30	Lunch		
13.30 14.30	SFA Operator Profile presentation	A&LL BRANCH	
14.30 15.00	Open discussion		
15.00 16.15	NATO SFA COE main projects presentation and CALIAN introduction	NSFACOE OPRs	
16.15 16.30	Closing remarks	A&LL BRANCH	
16.30 17.45	Transfer		NSFACOE-HOTEL
13th July 2022, Wednesday			
07.30 08.30	Transfer		HOTEL-NSFACOE
08.30 09.15	Opening remarks	LL BRANCH	IT Army Infantry School Officers Club
09.15 10.15	Role of the SFA Operator	CALIAN + NSFACOE	
10.15 10.40	Open Discussion		
10.40 11.00	Coffee break		
11.00 11.45	Building Rapport	CALIAN+ NSFACOE	
11.45 12.30	Practical exercise		
12.30	Lunch		

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ANNEX A

13.30				
13.30 14.45	Group 1 1. Questioning Techniques & Noting Information	Group 2 Practical Advisor Session (Preparation, Conduct & Debrief)	CALIAN + NSFACOE	
14.45 16.00	Group 1 Practical Advisor Session (Preparation, Conduct & Debrief)	Group 2 1. Questioning Techniques & Noting Information	CALIAN + NSFACOE	
16.00 16.30	Closing remarks		A&LL BRANCH	
16.30 17.45	Transfer			NSFACOE-HOTEL
14th July 2022, Thursday				
07.30 08.30	Transfer			HOTEL-NSFACOE
08.30 09.15	Opening remarks		A&LL BRANCH	
09.15 10.00	Negotiation and Influence Techniques		CALIAN + NSFACOE	
10.00 10.20	Coffee break			
10.20 11.00	Practical exercise		CALIAN + NSFACOE	
11.00 11.45	Building trust		CALIAN + NSFACOE	
11.45 12.30	Practical exercise		CALIAN + NSFACOE	
12.30 13.30	Lunch			
13.30 14.45	Group 1 Understanding Motivation and Effective Listening	Group 2 Remote Practical Advisor Session (Preparation, Conduct & Debrief)	CALIAN + NSFACOE	IT Army Infantry School Officers Club
14.45 16.00	Group 1 Remote Practical Advisor Session (Preparation, Conduct & Debrief)	Group 2 Understanding Motivation and Effective Listening	CALIAN + NSFACOE	

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16.00 16.30	Wrap-up and closing remarks	CALIAN + NSFACOE	
16.30 17.45	Transfer		NSFACOE-HOTEL
15th July 2022, Friday			
07.30 08.30	Transfer		HOTEL-NSFACOE
08.30 09.15	Opening remarks	A&LL BRANCH	ITA Army Infantry School Officers Club
09.15 10.00	Post- Action Review	CALIAN + NSFACOE	
10.00 10.30	Coffee break		
10.30 11.15	Open Discussion	CALIAN + NSFACOE	
11.15 11.45	Delivery of Certification	NSFACOE DIR	
11.45 12.30	Wrap-up and Closing remarks	NSFACOE DIR	
12.30 13.30	Lunch		
13.30 14.30	Transfer		

ADMINISTRATIVE DETAILS

a. Event venue

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

b. Registration

Applicants are kindly requested to fill in the online registration form at the following URL link: <https://platform.eventboost.com/e/sfa-advisors-enhancement-seminar-2022-launch-of-the-book/31509/>

The deadline for the registration is the **15th JUNE 2022.**

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 any 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, the 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 fee is **€ 160.00** and will include the ice breaker and all coffee breaks. NATO SFA COE strongly encourages the early payment of the course fee by bank transfer or using the payment link which will be provided, upon request, by the Centre. 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 his/her organization being put into collection status until the fee is paid.

A bank transfer 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 the Crowne Plaza St. Peter's Hotel (4 stars). The Centre has pre-booked double Rooms for **€ 130/day**. Room reservations are available only by using the form in ANNEX C.

The form must be sent to the following email address: crowneplaza@hotel-invest.com.

Booking must be done no later than 25th JUNE 2022. 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 Crowne Plaza St. Peter's Hotel are arranged by NATO SFA COE for Sunday 10th July 2022 as follows: 1st shuttle at 13:00, 2nd shuttle at 19:00.

A shuttle bus is provided every day at 07:30 AM only from the Crowne Plaza St. Peter's Hotel to the event venue, and at the end of the working day, from the event venue to the Crowne Plaza St. Peter's Hotel.

Departure transport from NATO SFA COE to Fiumicino Airport is arranged for 14:00 on 15th July. Please be informed that the shuttle service arrives at Fiumicino Airport approximatively at 15.00.

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, **11th JULY 2022 at 20.30 at the Hotel CROWNE PLAZA St Peters.**

j. Dress code

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

For the launch of the book the dress code is Summer Service Uniform or Jacket and Tie.

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.

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

llchief@nsfacoe.org (NATO SFA COE Analysis and Lessons Learned Chief LTC Matteo FRANCAVILLA)

llbranchhead@nsfacoe.org (NATO SFA COE Analysis & Lessons Learned Branch Head Maj Jetnor ZOGU)



Reservation Form NATO SFA COE

NAT Group code

(TO BE RETURNED TO THE HOTEL **before 25th June, 2022**)

FAX: +39 06.6637190; TEL. + 39 06 6642155/156:

E-MAIL: crowneplaza@hotel-invest.com

Last NAME		First NAME	
ADDRESS			
E-MAIL			
Telephone		Fax	

No. of Rms	Room Type	Rate		
	DOUBLE FOR SINGLE USE	€ p. night		€ 130,00
	DOUBLE ROOM/TWIN	€ p. night		€ 145,00
ARRIVAL DATE		DEPARTURE DATE		

The above rates are inclusive of American Buffet Breakfast, and 10% of VAT.

CITY TAX OF € 6,00 PER PERSON, PER DAY - NOT INCLUDED IN THE ABOVE RATES

Cancellation fee:

- First night prepaid non-refundable at the time of booking.
- For cancellations received from 26 June 2022 to 30 June 2022, 1 night will be charged to the credit card provided.
- For cancellations received from 01 July 2022 to 05 July 2022, 2 nights will be charged to the credit card provided.
- For cancellations received from 06 July 2022 until the day of arrival and in case of no-show the full amount will be charged.

CREDIT CARD	
NUMBER	
EXPIRY DATE	

Confirming that I accept all the above terms and conditions, I look forward to receiving the Hotel's final confirmation number.

Check IN from 15:00 PM

Check OUT at 12:00 AM

Date :

Clients signature :

Hotel's Confirmation No.: _____

“Insights on Strategic Advising for Security Force Assistance”

Rome, 11th July 2022

On the **11th of July** NATO SFA COE will host the launch of the book entitled “***Insights on Strategic Advising for Security Force Assistance***”. The event will bring together a limited amount of colleagues from across the international community, and will be co-chaired with **Dr. Nadia Gerspacher**, Senior expert on the subject.

The event reflects the goal of the NATO SFA COE to improve cooperation and interoperability, ensuring a joint approach in achieving its objectives and, to support the Alliance in shaping the new strategies in this complex security environment. The authors will analyze the various aspects and challenges experienced by the advisors in crisis zones and it has the aim to bring together key stakeholders to share insights of advising efforts for effective and sustainable capacity building missions.

We would like to take the opportunity to come together and discuss this very important and growing field and to contribute to the knowledge on what makes an advising mission effective and, as a result, contribute to the further professionalization of advising missions.

The launch of the book event will be held in Rome at the **the ITA Defence Officers Club (Via XX Settembre 2, 00100, Roma)** on the **11th of July 2022**.

Please take note that this invitation is **NOT** transferrable. The participation is limited to the availability of seats.

This event will be **free of charge** and each participant will receive a paper copy of the book.

Required dress code for this event is Summer Service Uniform or Jacket and Tie.

AGENDA

Serial	Time	Conference	Location	Remarks
11th July 2022				
1.	08.30 09.00	Conference Registration	Rome, Italy	Jacket and Tie or Service Uniform (no combat uniform)
2.	09.00 09.15	Opening Remarks A vision of the International Community Col. Massimo DI PIETRO, NATO SFA COE Director VIP Guest		
3.	09.15 09.30	Insights on Strategic Advising for Security Force Assistance Maj Ludovica GLORIOSO (NATO SFA COE Legal Adviser - Project Officer) Nadia GERSPACHER (Senior Expert- co-editor)		
4.	09.30 10.00	Tools for promoting rule of law and good governance in crisis zones Susan POND (Former NATO HQ Senior Officer)		
5.	10.00 10.40	Group photo + Coffee Break		
6.	10.40 11.10	Understanding the local context on a Mission as a key enabler to providing advisory and capacity building support Bettina KIRCHER (Consultant Conflict and Development Management)		
7.	11.10 11.50	Insights on Training Advisors: Good Practices and Key Principles Nadia GERSPACHER (Senior Expert)		
8.	11.50 13.10	Hosted Lunch		
9.	13.10 13.40	A U.S. Government Approach to Building Institutional Capacity through Strategic Advising Julie CHALFIN (Deputy Director, Political-Military affairs Bureau US Department of State)		
10.	13.40 14.10	Tracking Success and Failure: Monitoring and Evaluating Security Force Assistance James CUNNINGHAM (Project Lead SIGAR, Resident Expert in Security Sector Assistance)		
11.	14.10 14.20	Coffee Break		
12.	14.20 15.00	Planning capacity building initiatives: How to implement sustainability through a Phased Iterative Planning Process Gen David SAN CLEMENTE (United States Air Force (Ret.)) Video Teleconferencing (VTC)		
13.	15.00 15.30	Going further: Challenges not yet addressed from the field Will BENNETT (Rethinking Stability Programme Manager, Interpeace Advisor Team)		
14.	15.30 15.40	Coffee Break		
Panel Discussion and Final Thoughts				
1.	15.40 16.30	I Session: Key challenges to address with policy/project design Moderated by Maj Ludovica Glorioso II Session: Reflections on how to integrate training, the planning and the monitoring and evaluation process in current deployment programs Moderated by Dr. Nadia Gerspacher	Rome, Italy	Jacket and Tie or Service Uniform (no combat uniform)
2.	16.30 17.00	Closing Remarks + Senior Fellow Awards Director Col. Massimo DI PIETRO		