



**NATO  
SECURITY FORCE ASSISTANCE  
CENTRE OF EXCELLENCE**



SNSFACOE-E&TB-91-2022

**TO:** See distribution List

**SUBJECT:** Institutional Adviser Course 2022 - Calling Letter.

**DATE:** 26<sup>th</sup> September 2022

1. It is my great pleasure to invite you to the “Institutional Adviser Course 2022”, developed in collaboration with the US Joint Center for International Security Force Assistance (JCISFA) that will be hosted by the NATO SFA COE from the 14<sup>th</sup> to 18<sup>th</sup> of November 2022 in Rome.
2. This “NATO Selected” course satisfies NATO performance gaps identified within the Military Contribution to Peace Support Discipline throughout the System Approach to Training process and represents a suitable training solution aligned with performance gaps.
3. The aim of the course is to contribute to meeting the need for sustained and standardized professional development of Allied and Partner military and civilian personnel to conduct stability activities. Advanced tenets of institutional advising are integrated into the course education curriculum. Multinational personnel serving as Institutional Advisers who complete the course will have an enhanced capacity to provide advice supporting the sustainable development of a counterpart’s national security force.
4. The course has been planned as a blended learning solution. It starts with a distance learning period, with self-study assignments that are obligatory, followed by a residential part that is composed of a series of modules provided by Subject Matter Experts coming from the international community.
5. Specific instructions will be sent by mail once the participants have agreed to join the course.

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

**ANNEXES:**

- A. Course Details
- B. Administrative Details

NATO UNCLASSIFIED

Releasable to United Nations, European Union, African Union, PfP, MD, ICI, NMI, Australia

## DISTRIBUTION LIST

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- NATO HQ (e-PRIME Database Manager, Cooperation and Regional Security Division – International Military Staff)
- NATO DEFENCE INSTITUTION CAPACITY BUILDING DIRECTORATE (DICB) – Building Integrity
- NATO STRATEGIC DIRECTION SOUTH HUB
- HQ SACT REGISTRY
- HQ SACT JOINT FORCE DEVELOPMENT (JFD)
- SHAPE REGISTRY
- SHAPE PARTNERSHIP DIRECTORATE (Staff Officer - Regional Analysis, Country Engagement Team – Military Coordination Division)
- NATO INTELLIGENCE FUSION CENTRE (NIFC)
- HQ JFCBS
- HQ JFCNP
- LANDCOM
- MARCOM
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- NRDC-GR
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- NCIA REGISTRY
- NCIA, Chief Education & Training Service Line
- NCIA REGISTRY MONS
- JFTC REGISTRY
- JWC REGISTRY
- NATO DEEP
- NATO SCHOOL OF OBERAMMERGAU
- NATO MARITIME INTERDICTION OPERATIONAL TRAINING CENTRE (NMIOTC)
- NATO JOINT ANALYSIS AND LESSON LEARNED CENTRE (JALLC)
- AO COE
- CCD COE
- CI COE
- C-IED COE
- CIMIC COE
- CJOS COE
- CMDR COE

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- CSW COE
- CWO COE
- C2 COE
- COE DAT
- ENSEC COE
- EOD COE
- HUMINT COE
- JAPCC COE
- JCBRND COE
- MARSEC COE
- MILMED COE
- MILENG COE
- MP COE
- M&S COE
- MW COE
- NMW COE
- SP COE
- STRATCOM COE
- IAMD COE
- MGEOMETOC COE
- NATO SFA COE SC ITA NATIONAL REPRESENTATIVE
- NATO SFA COE SC ALB NATIONAL REPRESENTATIVE
- NATO SFA COE SC SLO NATIONAL REPRESENTATIVE
- MC2PS RA (SHAPE PD)
- MC2PS DH
- FINCENT
- FINNISH DEFENCE COMMAND
- FINNISH NATIONAL DEFENCE UNIVERSITY
- FINNISH ARMY COMMAND
- EUROPEAN SECURITY AND DEFENCE COLLEGE
- EUROCORPS
- EUROPEAN COE FOR CIVILIAN CRISIS MANAGEMENT
- SEEBRIG
- DCAF-ISSAT
- GENEVA CENTRE FOR SECURITY POLICY
- US DEPARTMENT OF DEFENSE – MINERVA AF-NU FMT RESEARCH TEAM DELEGATION
- US ARMY 353 REGIMENT - 3rd BATTALION
- US ARMY SFA-B TRADOC CAPABILITY MANAGER (TCM)
- JOINT CENTER FOR INTERNATIONAL SFA (JCISFA)
- HQ USAF/A3TMQ AIR ADVISING AND EXPEDITIONARY READINESS BRANCH
- US SFA-C
- US PEACEKEEPING & STABILITY OPERATIONS INSTITUTE (PKSOI)
- ITA DEFENCE GENERAL STAFF
- ITA JOINT OPERATIONS HQ
- ITA ARMY INFANTRY SCHOOL – SFA SECTION

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- ITA ARMY MULTINATIONAL DIVISION SOUTH – SFA
- ITA ARMY POST CONFLICT OPERATIONS STUDY CENTRE
- ITA NMR BRUXELLES (please, pass to all NATO NMRs)
- CENTRE FOR DEFENSE HIGHER STUDIES (CASD)
- HQ1GNC
- OUTREACH GROUP - UK 77th BRIGADE
- UK ARMY SPECIAL OPERATIONS BRIGADE
- CENTRE TERRE POUR LE PARTENARIAT MILITAIRE OPÉRATIONNEL
- SWEDISH ARMED FORCES (SWEDINT)/NORDIC CENTRE FOR GENDER IN MILITARY OPERATION (NCGM)
- MULTINATIONAL CIMIC-GROUP (MNCG)
- AFRICAN UNION
- PEACE SUPPORT OPERATIONS TRAINING CENTRE (PSOTC)
- ACADEMIE CANADIENNE DE LA DEFENSE CENTRE D'EXCELLENCE "DALLAIRE" POUR LA PAIX ET LA SÉCURITÉ
- CENTRO STUDI DI GEOPOLITICA
- WAR STUDIES UNIVERSITY/ACADEMIC CENTER FOR CYBERSECURITY POLICY
- COLLÈGE DE DÉFENSE DU G5 SAHEL
- YOUTH ATLANTIC TREATY ASSOCIATION (YATA)
- HUNGARIAN DEFENCE FORCES – PEACE SUPPORT TRAINING CENTER
- SECURITY AND FREEDOM FOR EUROPE (SAFE)
- ITA ARMY FIRES & TARGETING AND INFO OPS CENTER
- NATO-GEORGIAN JOINT TRAINING AND EVALUATION CENTER (JTEC)
- NETHERLANDS DEFENCE ATTACHE' TO ITALY
- AUSTRIA DEFENCE ATTACHE' TO ITALY
- POLAND DEFENCE ATTACHE' TO ITALY
- FRANCE JOINT LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF
- HUNGARY JOINT LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF
- US TRADOC LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF (please, pass to US Col)
- "CAROL I" NATIONAL DEFENCE UNIVERSITY
- AUSTRALIAN DEPARTMENT OF DEFENCE
- LUISS "GUIDO CARLI" UNIVERSITY
- LUMSA UNIVERSITY
- UNIVERSITY OF VERONA
- U.S. INSTITUTE OF PEACE
- US ARMY MCCoE – SECURITY FORCE ASSISTANCE PROPONENT
- PEACE SUPPORT OPERATIONS TRAINING CENTRE BOSNIA AND HERZEGOVINA
- NATO MISSION IRAQ HQ

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## COURSE DETAILS



### Institutional Adviser Course

(ETOC Code: MCP-CM-36713 • e-PRIME Code: ACT.924)

#### AIM

The course contributes to meeting the need for sustained and standardized professional development of Allied and Partner military and civilian personnel to conduct stability activities. Advanced tenets of institutional advising are integrated into the course education curriculum. Multinational personnel serving as Institutional Advisers will be more capable to provide advice supporting the sustainable development of a counterpart's national security force.

#### TARGET AUDIENCE

1. Position:
  - Institutional Adviser.
  - Military Officers (OF-3 through OF-5) and civilian equivalent, Senior Warrant Officers (WO-3 through WO-5) working as institutional advisers in SFA operations.
  - NATO HQ IS/IMS, NATO Allied Command Operations (HQ SHAPE, Joint Force Commands, and Component Commands), NATO Allied Command Transformation (HQ SACT), COEs, NATO Force Structure and Potential Staff members.
  - NATO Partner countries and personnel in academia, IOs, GOs, NGOs, interagency, intergovernmental and to personnel working in SSR projects and wider development context (incl. possible counterparts from priority regions/countries).
2. Educational background:
  - Participants shall be competent experts on their own field.
3. Pre-requisites:
  - NATO SFA Operators Course or national equivalent or relevant SFA and advising.
  - experience as approved by the education and training facility hosting the Institutional Adviser course.
4. (Rank) Level:
  - Officers OF-3 through OF-6 and civilian equivalents, Senior Warrant Officers WO-3 through WO-5.

#### TRAINING STRATEGY

The course has been planned as a blended learning solution. The course is composed of a series of modules and is based on adult learning principles. Active learning methods are used throughout the course to include lectures, guided discussions, syndicate work, and role play. Feedback will be collected during the course and delayed feedback will be collected during or after the training attendee conducts their assignment as an institutional adviser.

#### Info Contact

 mail: [natosfacoe@nsfacoe.org](mailto:natosfacoe@nsfacoe.org)  
 phone: +39 06469163511  
 website: [nsfacoe.org](http://nsfacoe.org)

 facebook account: NATOSFACOE  
 twitter account: @NATOSFACOE  
 instagram: @natosfacoe

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### LOCATION

NATO Security Force Assistance Centre of Excellence, Cesano di Roma, Italy

### NATO Discipline

MILITARY CONTRIBUTION TO PEACE SUPPORT (MC2PS)

### COURSE CERTIFICATION

NATO SELECTED

### ITERATIONS

2 iterations per year (more info on [www.nsfacoe.org](http://www.nsfacoe.org))

### COURSE DURATION

5 days

### NUMBER OF SEATS AVAILABLE

15 per iteration

### SECURITY CLEARANCE

Not required

### COURSE FEE

300.00 €


### POC

NATO SFA COE Training and Education Branch  
[training\\_education@nsfacoe.org](mailto:training_education@nsfacoe.org)



### Info Contact


 mail: [natosfacoe@nsfacoe.org](mailto:natosfacoe@nsfacoe.org)

 phone: +39 06469163511

 website: [nsfacoe.org](http://nsfacoe.org)

 facebook account: NATOSFACOE

 twitter account: @NATOSFACOE

 instagram: @natosfacoe

## ADMINISTRATIVE DETAILS

### a. Conference venue and time

For this iteration, the course will be held at the Starhotels Metropole Rome located in *Via Principe Amedeo, 3, 00185 - Rome (Italy)* (<https://www.starhotels.com/en/our-hotels/metropole-rome/>).

The venue is near the “Roma Termini” train station in the city centre.

The training hours are Monday to Thursday, 08:30 to 17:00 and Friday, 08:30 to 13:00.

Location: <https://goo.gl/maps/Tjmj6Kyu1jr6FUqr5>

### b. Registration

Applicants are kindly requested to register on the NATO SFA COE website at <https://reserved.nsfacoe.org/site/view?id=98> by no later than **30<sup>th</sup> October 2022**.

Report any cancellation or any replacement to the PoC ASAP.

### c. Language

The course will be held in English.

Level 3 in English proficiency is required according to NATO STANAG 6001: Listening (3); Speaking (2); Reading (3); and Writing (2) or according to the Common European Framework of Reference for Language level B2-C1/Upper Intermediate-Advanced level.

### d. Classification

The overall classification of the course is UNCLASSIFIED RELEASEABLE TO PFP.

### e. 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.

### f. 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 and timing.

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.

### g. 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.

### h. Course fee

The course fee is 300.00 € and will include the ice breaker and all coffee breaks.

NATO SFA COE strongly encourages early payment (by bank transfer) of the course fee. Electronic payments (POS) will be accepted on site (as a last resort) on the first day of the course (NO CASH WILL BE ACCEPTED).

Failure to pay the 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.

**i. Accommodation**

Participants are responsible to arrange their own accommodation.

NATO SFA COE recommends staying at the Italian Starhotels Metropole Rome (same as the course venue). The Centre has pre-booked some single Rooms € 130/ night and double rooms €150/night (breakfast included). The city tax is € 6,00 person/ night.

**Booking must be done by no later than 06<sup>th</sup> NOV 2022.** After this deadline rooms availability and preferential rates can't be guaranteed.

The procedure for booking will be specified in the mail sent to the selected attendees.

**j. Transportation**

Course participants are expected to cover their own travel costs.

Suggestion for transportation from/to Rome airports (FIUMICINO-FCO and CIAMPINO-CIA) may be found at <http://www.adr.it/web/aeroporti-di-roma-en-/pax-fco-fiumicino>.

The Hotels can be reached by:

- train: <https://www.trenitalia.com/en.html>;
- taxi: <https://www.3570.it/> or <https://065551.it/en/>;
- Uber service by App.

**k. Social events**

NATO SFA COE will host an ice breaker on Monday, **14<sup>th</sup> of November 2022** in the same venue as the course (dress code smart casual).

**l. Dress code**

The dress code is combat uniform for military personnel, smart casual for civilians.

**m. COVID-19 precautions and notices**

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

More info about Covid-19 is available on the Italian Ministry of Health website:

<https://www.salute.gov.it/portale/nuovocoronavirus/homeNuovoCoronavirus.jsp?lingua=english> (please, check for updates regularly).

More info is available also on the Italian Ministry of Foreign Affairs and International Cooperation website:

<https://www.esteri.it/en/ministero/normativaonline/focus-cittadini-italiani-in-rientro-dall-estero-e-cittadini-stranieri-in-italia/>

**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 in the course are required to **maintain social distancing, wear a face mask** (when necessary). Participants not adhering to these requirements will not



be allowed to attend the course. Please note medical waivers for face coverings will not be accepted.

The website <https://reopen.europa.eu/en/> provides information on the various measures in place, including on quarantine and testing requirements for travellers, the EU Digital COVID certificate to help you exercise your right to free movement, and mobile coronavirus contact tracing and warning apps. The information is updated frequently and available in 24 languages. This should help you plan your travel in Europe, while staying safe and healthy.

#### **n. Participants' selection**

Due to reduced classroom capacity, the NATO SFA COE will conduct a **selection for the course** in order to ensure the participation by representatives of the greatest possible number of international institutions. Selected participants will be notified by **31<sup>st</sup> October 2022**, in order to let them book their accommodation and arrange their own transportation.

For further information, please contact the NATO SFA COE dedicated team at: [training\\_education@nsfcoe.org](mailto:training_education@nsfcoe.org)