



**NATO  
SECURITY FORCE ASSISTANCE  
CENTRE OF EXCELLENCE**

Address: Via della Stazione di Cesano 423, 00123 ROMA;  
Certified e-mail: [nsfacoce@postacert.difesa.it](mailto:nsfacoce@postacert.difesa.it)



Ref No.: SNSFACOE-ETB-38-2023

Date: 26<sup>th</sup> of June 2023

**TO:** See distribution List (Annex "A")

**SUBJECT:** Institutional Adviser course 2023 - Calling Letter

**Reference:** SNSFACOE-ETB-32-2023 – "NATO Security Force Assistance Centre of Excellence (NATO SFA COE) Training offer 2023 Update & Reminder" dated 10<sup>th</sup> of May 2023.

1. It is my great pleasure to invite you to the "Institutional Adviser Course 2023", 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 25<sup>th</sup> to 29<sup>th</sup> of September 2023 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  
Colone (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. Distribution list
- B. Course flyer
- C. Administrative Details

## DISTRIBUTION LIST

External:

Action:

- List NFS (NATO Force Structure)
- List NETFs (NATO Education and Training Facilities)
- List COEs (NATO Centre of Excellences)
- List PTECs (Partnership Training and Education Centres)
- List NATO SFA COE Sponsoring Nation Representatives
- UNITED NATIONS REGISTRY
- UNITED NATIONS – OFFICE OF RULE OF LAW AND SECURITY INSTITUTIONS (OROLSI) – DDR OFFICE
- NATO HQ
- SHAPE PARTNERSHIP DIRECTORATE
- SHAPE REGISTRY
- NATO DEFENCE INSTITUTION CAPACITY BUILDING DIRECTORATE (DICB) – Building Integrity
- NATO STRATEGIC DIRECTION SOUTH HUB
- HQ SACT
- HQ SACT JOINT FORCE DEVELOPMENT (JFD)
- NATO INTELLIGENCE FUSION CENTRE (NIFC)
- HQ JFCBS
- HQ JFCNP
- NATO DEEP
- MC2PS RA (SHAPE PD)
- MC2PS DH
- FINCENT
- FINNISH DEFENCE COMMAND
- FINNISH NATIONAL DEFENCE UNIVERSITY
- FINNISH ARMY COMMAND
- EUROPEAN UNION EXTERNAL ACTION SERVICE (please, pass to all EU members)
- 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)

UNCLASSIFIED INFORMATION  
Releasable to the Public

- US ARMY V CORPS
- US INSTITUTE OF PEACE
- US ARMY MCCoE – SECURITY FORCE ASSISTANCE PROPONENT
- JOINT CENTER FOR INTERNATIONAL SFA (JCISFA)
- HQ USAF/A3TMQ AIR ADVISING AND EXPEDITIONARY READINESS BRANCH
- US SFA-C
- ITA DEFENCE GENERAL STAFF
- ITA JOINT OPERATIONS HQ
- ITA ARMY INFANTRY SCHOOL – SFA SECTION
- ITA ARMY MULTINATIONAL DIVISION SOUTH – SFA
- ITA ARMY POST CONFLICT OPERATIONS STUDY CENTRE
- ITA ARMY FIRES & TARGETING AND INFO OPS CENTER
- 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
- MULTINATIONAL CIMIC-GROUP (MNCG)
- AFRICAN UNION
- ACADEMIE CANADIENNE DE LA DEFENSE CENTRE D'EXCELLENCE "DALLAIRE"  
POUR LA PAIX ET LA SÉCURITÉ
- 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)
- NATO-GEORGIAN JOINT TRAINING AND EVALUATION CENTER (JTEC)
- NETHERLANDS DEFENCE ATTACHE' TO ITALY
- POLAND DEFENCE ATTACHE' TO ITALY
- FRANCE JOINT LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF (please,  
pass to French Col)
- HUNGARY JOINT LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF  
(please, pass to Hungarian Col)
- US TRADOC LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF (please,  
pass to US Col)
- UK JOINT LIASON OFFICER TO ITALIAN GENERAL DEFENCE STAFF (please, pass  
to UK Col)
- UK DEFENCE ATTACHE' TO ITALY
- EMBASSY OF ARAB REPUBLIC OF EGYPT – BRUSSELS
- "CAROL I" NATIONAL DEFENCE UNIVERSITY
- LUISS "GUIDO CARLI" UNIVERSITY
- LUMSA UNIVERSITY
- UNIVERSITY OF VERONA
- AUSTRALIAN DEPARTMENT OF DEFENCE
- ADYAN FOUNDATION

UNCLASSIFIED INFORMATION  
Releasable to the Public

- MOROCCO INTERFAITH & PEACEBUILDING RESEARCH AND TRAINING CENTER
- BOSNIA AND HERZEGOVINA MoD
- NATO MISSION IRAQ HQ
- US 421st COMBAT TRAINING SQUADRON
- ISRAELI DEFENSE FORCE – International Cooperation Division
- MULTINATIONAL LAND FORCE
- EUROPEAN UNION TRAINING MISSION – SOMALIA (EUTM-S)
- PEACE SUPPORT TRAINING CENTRE (PSTC)



## 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





Training and Education

## 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

The course will be held at the Italian Army Infantry School located in *Via della Stazione di Cesano, 423, 00123 – Cesano di Roma* (Italy).

Location: <https://goo.gl/maps/xFLsFUds5TyGZrpd9>

The training hours are Monday to Thursday, 08:30 to 17:00 and Friday, 08:30 to 15:00.

### b. Registration

Applicants are kindly requested to register on the NATO SFA COE website at <https://reserved.nsfacoe.org/site/view?id=132> by no later than **3<sup>rd</sup> of September 2023**.

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 Information releasable to the Public.

### e. Security measures

In order to receive the security badge that will be delivered during the registration procedure on the first day of the course, participants will be required to present their military/civilian passport or ID card. This security badge must be carried throughout the event.

### f. Visa Requirement

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**.

The NATO SFA COE strongly encourages early payment of the course fee by electronic bank transfer or using the payment link which will be sent to the selected attendees. On site electronic payments (POS) with card will be accepted 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 his/her 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 that Participants stay at the Grand Hotel Fleming (4-star hotel).

The Centre has pre-booked some double rooms, from the 24<sup>th</sup> to the 29<sup>th</sup> of September, (€ 150.00/day for one person and € 170.00/day for two persons) with breakfast and wi-fi included. The city tax is € 6.00 person/ night.

Location: <https://goo.gl/maps/L45jLpW2xSTTqa9A6>

**Booking must be done no later than the 08<sup>th</sup> of September 2023.** After this deadline room availability and preferential rates cannot 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.
- Car rental: There are several car rental agencies at the FIUMICINO airport.

A shuttle bus will be provided every course day from the Hotel to the venue and back.

#### k. Meals

Coffee breaks and lunches will be offered every day of the course at the course venue.

Please inform us of any **allergy/intolerance**.

#### l. Social events

NATO SFA COE will host an ice breaker on Monday, the **25<sup>th</sup> of September 2023** at the Grand Hotel Fleming (dress code smart casual).

#### m. Dress code

The dress code is service uniform for military personnel, business casual for civilians.

#### n. Participants' selection

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 the **4<sup>th</sup> of September 2023**, 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@nsfaco.org](mailto:training_education@nsfaco.org)