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Director's Foreword

Col. Matteo LUCIANI



Dear readers,

It is my pleasure to announce the new Special Issue 2024 focusing on the importance of organizational networking within Security Force Assistance.

As many of you may know the NATO SFA COE is an International Military Organization based in Rome (Italy) with the aim to be the Alliance's focal point on all matters related to SFA by providing a comprehensive expertise and support by examining cultural understanding aspects, training and capacity building.

In the following pages of this Newsletter Special Issue, you will find several contributions, related to the organizational network and cooperating relationships, built up by the Centre with Think Tanks, Academia and International Organizations to promote an effective sharing and application of civil and military best practices within the field of SFA.

The Alliance celebrated in 2023 the 20th anniversary of NATO Allied Command Transformation (ACT) and this year it will be the 75th Anniversary of the North Atlantic Treaty that established the most famous regional military Organization. It represents a historical occurrence and an opportunity to reflect on how to address the current grueling and persistent challenges for ACT through a specific approach based on its four principal functions:

- Strategic Thinking;
- Development of Capabilities;
- Education, Training and Exercises;
- Cooperation and Engagement.

In this Special Issue NATO (ACT) Rear Admiral Placido TORRESI illustrates all the Centre's collaborations with civil and military entities and the synergy between ACT and the COEs through the sharing of knowledge and expertise for a deeper understanding of emerging challenges, proposing innovative solutions and remarking the crucial role played by academic institutions which provide a valuable support from their critical and analytical perspective.

A section has been dedicated to the NATO SFA COE delegation visits at the Permanent Mission of Italy to the United Nations in New York and at the Glendon School of Public and International Affairs in Toronto. The interviews with representatives of these organizations reveal their points of view on the benefits deriving from shared common goals.

The newsletter also focuses on disarmament, demobilization and reintegration as a complex process that requires the consent of the parties involved, international commitment, adequate financial resources and long-term support. In this section it is highlighted the relevance of the link between DDR and SFA, described by Marc SCHIBLI (UN DPO DDR), as a decisive element, because it promotes the effective integration of security forces into the social structure.



Ms Virpi LEVOMAA, as Senior Advisor of the Finnish Defense Forces International Centre (FINCENT), one of the first and more active interlocutors of the Centre, talks about the importance of joint projects, focusing on FINCENT's activities, courses and publications aimed at developing a practical understanding on how much the role played by civil and military actors taking part in NATO is interconnected to other regional organizations, such as the United Nations.

Speaking of the cooperation with Academia, the spotlight is on the University of Ljubljana, with which the Centre has signed a Letter of Cooperation, consolidated with the arrival of a first Slovenian Intern and with a section of this Newsletter dedicated to the article of Dr Jelena JUVAN, Professor at the Faculty of Social Sciences. During her visit at the Centre, she took a lecture on the *"Use of SFA concept in Fragile States"*, where she remarked that, even though SFA is a pretty new concept, elements of SFA have been recognized for decades as components of development assistance aimed at improving governance in developing countries, presenting SFA as a measure to mitigate State fragility.

At the end of this Special Issue, it is underlined the significance of the NATO SFA COE Senior Fellows, distinguished international experts in their fields who have been supporting the Centre from the very beginning by offering their expertise as a contribution to its projects.

Finally, some room was also left for the comments of former and current Centre of Excellence Interns, who talked of their experience during their Internship.

NATO Allied Command Transformation (NATO ACT)



On the 28th of November 2023, Rear Admiral Placido TORRESI visited the NATO Security Force Assistance Centre of Excellence (NATO SFA COE). The visit aimed at emphasizing the importance of a connection between the COEs and NATO Allied Command Transformation (ACT)¹ – supporting each other and providing expertise and knowledge in specific areas of mutual interest.



R. A. Placido TORRESI at the NATO SFA COE©

29 NATO COEs train and educate leaders and specialists from NATO member and partner countries. They assist with doctrine development, contribute to the improvement of interoperability and capabilities, identify lessons learned and use experimentation to test and validate concepts. Although they are not part of the NATO command structure, they do support NATO Command Arrangements aimed at offering a recognized expertise and experience that benefits and supports the transformation of the Alliance, avoiding assets, resources, and capabilities duplication.

ACT's role is to oversee the establishment, accreditation, preparation of candidates and periodic assessments of the Centres. It is responsible for providing guidance and for the utilization of the Centres, in coordination with the Supreme Allied Commander Europe.



NATO ACT® Headquarters in Norfolk, Virginia (NATO – Topic: Allied Command Transformation (ACT))

¹<https://www.act.nato.int/>

Comment from Rear Admiral (UH) Placido TORRESI

ACT Deputy Chief of Staff Joint Force Development



NATO Security Force Assistance COE's establishment represented a vital contribution to strengthening NATO's capability in the field of SFA by providing a subject matter expertise in that field for mission effectiveness, and interoperability. The Centre's aim is to reach the following goals: enable close cooperation between the Alliance, NATO Nations and NATO Partners, and other partners within the agreed framework. Such cooperation allows for the development of an international collaborative partnership approach, which requires application of both military and non-military means. Sharing of civil and military best practices in SFA is therefore vital; that is achieved through conducting common exercises and experiments by defining and developing scenarios, programmes and tools. Furthermore, participating in committees, boards, working groups, academic research, projects, workshops and conferences. ACT's role in this relationship is to encourage optimal development and utilisation of the Centre's capabilities and to provide the appropriate guidelines for an effective conduct of its mission.

The synergy between ACT and the COEs is evident in the sharing of skills and knowledge. ACT utilizes the extensive network of military and civilian expertise in the COEs to ensure an in-depth understanding of emerging challenges and to develop innovative solutions. At the same time, the COEs benefit from ACT's strategic expertise in guiding the Alliance's overall military adaptation.

A crucial element in this interaction is played by academic institutions which provide a critical and analytical perspective, fundamental to the understanding of emerging challenges, thus contributing to the conceptual development process and the training of military personnel. ACT, in collaboration with the COEs, draws on academic resources to fuel strategic thinking, ensuring that proposed solutions are informed by an in-depth understanding of global dynamics.

Moreover, the collaboration between ACT, COEs and Universities provides fertile ground for experimentation and innovation. Modelling, simulations, and analysis of emerging security trends are facilitated by the partnership between these actors, enabling the Alliance to adapt in a timely manner to the changing conditions of the global landscape.

In conclusion, the interaction between ACT, COEs and Universities is crucial to ensure that NATO remains at the forefront of emerging security challenges. The synergy between these entities not only strengthens the Alliance's defense capability but also contributes to the development of innovative solutions and the training of highly skilled military leaders. NATO, in its commitment to deterrence and defense, crisis prevention and management and cooperative security, recognizes the importance of synergistic and multidimensional collaboration to meet the challenges of tomorrow.



NATO SFA COE's Collaborations

By Maj. Ludovica GLORIOSO

NATO SFA COE Legal Advisor



Since its accreditation back in 2018, the Centre² has established and consolidated many fruitful collaborations, which are responsible for delivering high quality and insightful analysis. An enhanced collaboration between military and civilian entities provides and added value to the nation's system and a way of addressing many security challenges, arising in our current complex dynamics.

The research conducted by the NATO SFA COE, highlighted the importance of the enhancing civil-military cooperation by including local actors and international organizations in the process of building this body of knowledge, which allows for an in-depth understanding of the dynamics in the crisis-affected areas.

Developing a network, uniting international organisations, different institutions, and the Academia, is the Centre's innovative approach in a bid to draw on civilian and military expertise across the globe with a common goal in mind – increasing capabilities and skills of everyone involved and promoting security and international and interorganizational cooperation. The books published by the Centre³ have outlined SFA's potential in the Cross-Cutting Topics (CCTs) in post-conflict areas.

The collaboration between the NATO SFA COE and the stakeholders is essential to the promotion of an interdisciplinary approach to SFA operations, helping to identifying the key elements for capacity building in crisis zones within a clear framework in which the advisors operate.

The support by the International Experts affiliated to the main International Organization, in elaborating a plethora of tools can contribute to understanding the complexity of the military, political, economic, cultural, and social environments in which military forces and civilian operate.

Each contribution focused on the various aspects experienced by the advisors, should be considered as a piece of a wider puzzle represented by the formation of a new generation of advisors. The collection of good practices gives several approaches and tools meant to address the challenges of Security Force Assistance, identifying the viable solutions to capacity gaps and to contribute to sustainable capacity of host country counterparts and governance process.

²<https://www.nsfacoe.org>

³<https://www.nsfacoe.org/download/>

NATO SFA COE and the Permanent Mission of Italy to the United Nations in New York City

By Sara JURKOVIČ University of Ljubljana Student

Security Force Assistance Centre of Excellence (NATO SFA COE) aims at improving the effectiveness of the Alliance by promoting stability and reconstruction efforts for conflict and post-conflict scenarios. This specialized capability is provided to the Alliance, as well as other Partners, through shared expertise and knowledge. One of the critical components of the Centre's efforts is its outreach efforts with international organizations, which benefits the delivery of high quality and insightful analysis. As a consequence, the annual round tables at the Permanent Mission of Italy to the United Nations (UN)⁴ are held to foster the partnership with UN entities, and promote the COE's importance in increasing the capabilities of the international entities.

Italy is committed to participating in UN's activities – from maintaining international peace and security, to the promotion of human rights and sustainable development. Due to those unceasing efforts, the narrowing of differences in position and broadening of consensus on many issues has been possible.

On the 31st of October 2023, the annual round table was co-organised by the delegation from the NATO SFA COE at the Permanent Mission's location in New York City. The purpose of this meeting was accomplished this year too – providing an update on the Centre's key activities and on the main ongoing project, which is being developed in collaboration with the SHAPE ACO Office of Legal Affairs (ACO OLA)⁵ and the International Institute of Humanitarian Law in Sanremo⁶ and with the support from the Director of Glendon School of Public and International Affairs.



NATO SFA COE® delegation to the Permanent Mission of Italy to the UN

⁴ <https://italyun.esteri.it/en/>

⁵ <https://shape.nato.int>

⁶ <https://iihl.org>



The previous editorial projects – *Promoting the Rule of Law and Good Governance*⁷ and *Insights on Strategic Advising for Security Force Assistance*⁸ – were highlighted to UN personnel and Military and Police Advisors in attendance, and the current project, titled *Stabilization and Reconstruction in a Post-Conflict Environment*, was presented, with its content responding to the emerging need to mitigate the instability factors in post-conflict areas, to collect and study the best possible practices, potentially applicable to various crisis-affected regions and guarantee their resilience post-intervention.

This year's round table also hosted two distinguished experts, representing an international organization and the Academia, which consolidated the COE's ever growing network of cooperations. Ms Susan POND⁹ spoke about the importance of the partnership among the COE, International Organizations and the Academia, while emphasizing the important impact of civil-military cooperation on promoting worldwide security and multi-organizational cooperation. Ms Virpi LEVOMAA, Senior Advisor at the Finnish Defence Forces International Centre (FINCENT)¹⁰, spoke about the NATO-UN cooperation in developing of *Protection of Civilians (PoC)* courses, since the subject encompasses the work and efforts of both organizations, meaning that working in union is an excellent base for the best possible outcome.

The annual meeting at the Permanent Mission of Italy to the United Nations has demonstrated the increased interest of the UN for the Centre's activities. This is in line with the Letter of Intent signed with UN DPO's Disarmament, Demobilization and Reintegration Section and the *New Agenda for Peace*¹¹. The document has emphasized the importance of the regional cooperation, and has defined the Rule of Law as an essential component for the success of peacekeeping operations and its sustainability.



NATO SFA COE® delegation at the Permanent Mission of Italy to the UN

The round table represents a unique opportunity to highlight yearly efforts and incorporate them into the existing framework of knowledge gathered, for building and strengthening existing and new cooperations, looking towards the achievement of a common goal in providing stability and security. It also allows for planning of future activities of common interest.

⁷ <https://www.nsfacoe.org/wp-content/uploads/2021/09/Promoting-the-Rule-of-Law-and-Good-Governance.-SFA-Implications-in-International-Initiatives..pdf>

⁸ <https://www.nsfacoe.org/wp-content/uploads/2022/07/INSIGHTS-ON-STRATEGIC-ADVISING-FOR-SFA-book.pdf>

⁹ <https://www.yorku.ca/glendon/2023/11/02/susan-pond-awarded-as-senior-fellow-by-nato-sfa-coe/>

¹⁰ <https://puolustusvoimat.fi/en/web/fincent/about>

¹¹ <https://dppa.un.org/en/a-new-agenda-for-peace>

Disarmament, Demobilization and Reintegration (DDR) – an important effort of Department of Peace Operations at United Nations (UN DPO)

By Sara JURKOVIČ University of Ljubljana Student
and Alberto BIBBA University of Roma Tre Student

The Department of Peace Operations' (DPO)¹² main task is to assist Member States and the Secretary-General in the efforts of maintaining international peace and security. It is also in charge of providing political and executive direction to UN peace operations around the world.

The Disarmament, Demobilization and Reintegration Section (DDRS)¹³ is small entity in DPO's Office of Rule of Law and Security Institutions (OROLSI)¹⁴, which supports ex-combatants and those associated with armed groups in the process of their reintegration into becoming active participants in the peace process. Over the recent years, an increase in violence by non-state actors, the continued fragmentation and multiplication of armed groups, violent extremism and the impact of climate change have demonstrated the need for DDR to be reengineered.



DDR[®] practitioners in the field, <https://peacekeeping.un.org/en/disarmament-demobilization-and-reintegration>

¹² <https://peacekeeping.un.org/en/department-of-peace-operations>

¹³ <https://peacekeeping.un.org/en/disarmament-demobilization-and-reintegration-ddr>

¹⁴ <https://peacekeeping.un.org/en/office-of-rule-of-law-and-security-institutions>

Speaker Spotlight:

Marc SCHIBLI

UN DPO DDR Section



Since DDR is a non-military tool, how does it fit in SFA concept?

Disarmament, Demobilization, and Reintegration (DDR)¹⁵ and Security Force Assistance (SFA) are two distinct, but closely interlinked approaches aimed at managing post-conflict or instability phases. DDR constitutes a far-reaching process aimed at facilitating the transition from a state of war to a state of peace. In the context of this process, SFA emerges as a key component, focusing on targeted assistance to security forces to contribute to the overall stabilization of the post-conflict environment. Close coordination between DDR and SFA emerges as a crucial element, as it promotes the effective integration of security forces into the societal structure. A comprehensive approach, harmonizing DDR, SFA and other initiatives, presents itself as a strategic imperative for institution-building, promoting economic development and ensuring justice and social reconciliation. Painstaking planning and synergetic coordination emerge as key elements in building sustainable peace, as they help to create a stable and lasting basis for post-conflict progress.

What is DDR and under which conditions can it be implemented?

Since 1990, with the transformation of United Nations Observer Group in Central America ONUCA¹⁶ into the first peacekeeping mission to assist DDR, support for this initiative has been extended to over a dozen peacekeeping operations, adapting to various contexts. Originally conceived as a post-conflict tool to orchestrate the orderly detachment and disarmament of combatants to disrupt their command and control, DDR has evolved its approach and tools to address the new dynamics of armed conflict. Occupying a central position in peacebuilding, DDR represents a process by which members of armed forces and groups are assisted in laying down their arms and re-entering civil life, thus contributing to long-term security and stability. The three basic pillars¹⁷ of DDR – disarmament, demobilization, and reintegration – constitute a complex process that requires the consent of the parties involved, international commitment, adequate financial resources and long-term support.

Can you explain the inter-play / a broad network of different actors involved in the implementation of the DDR?

In vigorously pursuing DDR goals, we establish meaningful collaborations with a wide range of actors, including regional organizations, national institutions and other relevant partners. The crucial function of the Inter-Agency Working Group on DDR, established in the early 1990s, is manifested in its emphasis on building our capacity by actively contributing to the review of DDR policies. We recognize the importance of proactively engaging actors in national administrations in effective DDR programming through appropriate institutional changes. Our community-based initiatives, the result of partnerships with nongovernmental and civil society organizations, are based on a participatory approach that directly involves communities in program design and implementation; we can take the example of the African Union, which continues to consolidate its autonomy in implementing DDR programs.

¹⁵ <https://peacekeeping.un.org/en/disarmament-demobilization-and-reintegration>

¹⁶ <https://peacekeeping.un.org/mission/past/onusca.htm>

¹⁷ <https://www.nsfaoe.org/wp-content/uploads/2021/09/Promoting-the-Rule-of-Law-and-Good-Governance.-SFA-Implications-in-International-Initiatives.pdf>

The DDR and Peacebuilding context requires large-scale involvement of UN entities, with pilot initiatives providing a solid foundation for the expansion of jointly funded DDR and Peacebuilding activities.

To ensure the necessary political support for DDR within the UN, the Group of Friends of DDR¹⁸, composed of sixteen member states, meets regularly to review key developments and challenges related to support DDR. Regional organizations, including the African Union and the European Union, have increased their DDR capacities by enhancing political and operational support to the United Nations. This form of collaboration reflects the essential need to address the complex challenges of disarmament and post-conflict stabilization in an integrated and coordinated manner.

Can you tell us some more about DPO?

The Department of Peacekeeping Operations (DPO)¹⁹ plays a crucial role in organizing and directing the UN's complex peacekeeping operations, acting as a key link between the Security Council, troop-contributing and funding countries, and parties to conflicts. Its main responsibility is to ensure the effective implementation of peace mandates, but this task is part of a broader context. The success of peacekeeping operations is intrinsically linked to the existence of active and sustainable political processes or the real prospect of starting one. In this context, the DPO assumes a crucial role in promoting and facilitating such processes, actively working to integrate the efforts of the various entities involved in peacekeeping operations. The history of the DPO dates to 1948, when the first UN peacekeeping operations were established. However, it was officially created in 1992 as the Department of Peacekeeping Operations (DPKO), representing a significant milestone in the consolidation of the United Nations' role in promoting peace and security globally.

Can you talk about DPO cooperation with the NATO SFA COE?

The prospect of collaboration between the UN Department of Peacekeeping Operations (DPO) and the NATO Security Force Assistance Centre of Excellence (NATO SFA COE) is of considerable importance, considering the joint involvement in peacekeeping operations and assistance to security forces²⁰. However, it is imperative to recognize that the UN and NATO are autonomous entities, and the nature of cooperation will be determined by a variety of factors, including specific mandates, political will, and availability of resources. Possible areas of cooperation range from knowledge exchange to shared training, from operational coordination to logistical and infrastructural support, to participation in joint initiatives. This inherently complex cooperation will be guided by the political will of the parties involved and the specific requirements of operations, considering the political and geographical challenges peculiar to each operational situation. The need for in-depth consultation between the two organizations is crucial in ensuring the effective integration of their respective expertise and resources in the pursuit of shared objectives of international security and stability.

¹⁸ <https://www.un.org/en/delegate/group-friends-ddr-meets-central-african-republic-mali>

¹⁹ <https://peacekeeping.un.org/en/department-of-peace-operations>

²⁰ <https://www.nsfacoe.org/nato-sfa-coe-met-department-of-peace-operations-dpo-representatives-at-the-permanent-mission-of-italy-to-the-united-nations-in-new-york>

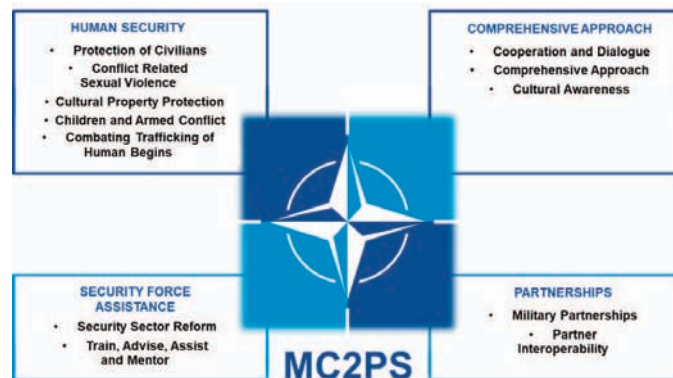
NATO SFA COE and Finnish Defence Forces International Centre (FINCENT)

By Virpi LEVOMAA Military Contribution to Peace Support (MC2PS)
Acting department Head and Senior Advisor, Finnish Defence Forces
International Centre (FINCENT)

Finnish Defence Forces International Centre (FINCENT)²¹ is the oldest UN peacekeeping Training Centre, established in 1969 in Helsinki (Finland). One of its main tasks is to conduct courses and training events in the field of Military Crisis management. In 2015, FINCENT was nominated as a NATO Department Head for Military Contribution to Peace Support (MC2PS DH OPR), and in that role it has to translate NATO education and training requirements into solutions for the individual and collective training. FINCENT has continued with the Department Head role as a NATO member state from the 1st of April 2023 when Finland joined the NATO organization.



FINCENT's Military Contribution to Peace Support NATO



FINCENT's Military Contribution to Peace Support NATO,
<https://puolustusvoimat.fi/en/web/fincent/fincent-and-nato>

The Military Contribution to Peace Support NATO (E&T) discipline has divided its work under four (4) clusters:

- 1) *Comprehensive Approach (CA)*: Cluster focuses on training requirements for topics such as: Comprehensive Approach (CA), Cultural Awareness, Cooperation and Dialogue.
- 2) *Human Security (MC2HS)*: Cluster focuses on training requirements for topics such as: Protection of Civilians (POC), Children and Armed Conflict (CAAC), Combating Trafficking of Human Beings (CTHB), Cultural Property Protection (CPP) and Conflict Related Sexual Violence (CRSV).
- 3) *Partnerships (PART)*: Cluster focuses on training requirements for topics such as: Partner Interoperability, Military Partnerships and Defense Capacity Building (DCB).
- 4) *Security Force Assistance (SFA)*: Cluster focuses on training requirements for topics such as: Train, Advise and Assist (TAA) and Security Sector Reform (SSR).

²¹ <https://www.peaceopstraining.org/programs/ntcelp/fincent/>

Speaker Spotlight: Virpi LEVOMAA

MC2PS DH OPR and Senior Advisor, FINCENT



Interview by Sara JURKOVIČ University of Ljubljana Student

In our approach cooperation with partners is fundamental. We have collaborated very closely with UN, EU and AU. With the NATO SFA COE we have worked together since its establishment. Together, we have developed courses: Security Force Assistance ADL362, Security Force Assistance Operators Course (MCP-MC-25556), and Institutional Adviser Course (MCP-CM-36713 included IAC ADL)²² and we are continuing our cooperation on the Advanced Seminar for SFA Strategic Advising within Security Sector Reform (SSR). The seminar will be piloted during 2024. The certification process for the SFA Advisor's Enhancement Seminar is planned to be finalized by the next MILITARY CONTRIBUTION TO PEACE SUPPORT (MC2PS)²³ Annual Discipline Conference 2024. FINCENT has also supported the SFA COE project on the SFA Operators Profile²⁴ and we will also continue to support similar projects in the future.

In light of FINCENT's many cooperations, the Approaches to Protection of Civilians in NATO and UN Peace Operation (NATO-UN POC) Course was established. Could you comment some more on that topic?

The Approaches to Protection of Civilians in NATO and UN Peace Operations Course is a product of Military Contribution to Peace Support (MC2PS) Discipline's Human Security Cluster. It is also an example of project where FINCENT works closely together with NATO and UN Top Protection of Civilians experts affiliated to International Organizations such as International Committee of Red Cross (ICRC), PAX for Peace, Civilians in Conflict (CIVIC), CIMIC Centre of Excellence (CCOE), Peace Keeping and Stability Operations Institute (PKSOI) and Norwegian Defence University College.

The aim of the approaches to Protection of Civilians in NATO and UN Peace Operations course (NATO-UN POC)²⁵ is to develop a practical understanding among civilian and military participants of the role of the UN and NATO as protection actors in operations. The course focuses on how to protect civilians from threats of physical violence, including unintended harm from the actions of military protectors. The course also scrutinizes the military's understanding of how military options impact civilians, and how the military can support other non-kinetic actions to minimize the negative impacts of conflict on civilians.

The profile of the course is unique in several ways. First, it seeks to facilitate deep learning among the participants. The learning environment established, has a distinct purpose in providing a venue for transitional learning. Second, the course builds on the ideas and principles of flipped classroom – encouraging individual engagement with the learning contents before the classroom sessions – and optimizing time spent with tutors and fellow learners to actively collaborate on accessing the contents through adapted activities under tutor guidance.

²² <https://reserved.nsfacoe.org/site/category?id=1>

²³ <https://reserved.nsfacoe.org/site/view?id=95>

²⁴ <https://www.nsfacoe.org/wp-content/uploads/2022/04/SFA-OPERATOR-PROFILE.pdf>

²⁵ Course has been developed in accordance with the NATO Systems Approach to Training methodology





Third, the contents of the course are breaching new grounds on how to understand the utility of the military through deepening insights on the variations in threats to civilians in conflict – and how these variations impact on the use of force to reduce civilian harm. The course offers a structured, research-based approach to both analysing threats to civilians as well as how to tailor responses that consider both short term and reverberating effects to conflict struck populations. Fourth, the course presents a venue for individual reflection and meta-perspective on one's own learning, as a potential tool for mastering the learning goals, which include pedagogical challenges that resemble the definitions of a threshold concept. In total, the course empowers participants not only with new knowledge critical for integrating human security in military operations, but also with personal tools to enhance learning, communicative and empathic consciousness.

Why should civilian and military organizations merge their efforts when it comes to POC?

Modern armed conflicts are complex; therefore they intertwine with both civilian and military aspects. There are many civilian factors – legal framework that seeks to protect civilians from the consequences of war, the humanitarian dimension embodied by numerous NGOs, the moral and ethical dilemmas arising from modernization etc. – that have huge implications on how militaries must manoeuvre to handle such a critical and difficult task. Increasingly, military forces are tasked to protect civilians from perpetrators that target civilians as a strategy. Protecting civilians from violence as defined in UN and NATO policies – conflicts with how we usually think about the role of military force in armed conflict. The traditional view – where force is the primary tool in wars amongst states – is not obsolete, rather accompanied by armed conflicts amongst civilian populations in wars within states, where military force is often used for other and less clearly defined purposes. Furthermore, the traditional view of the military role when discussing protection of civilians, is often associated with how military forces must act to adhere to the laws of armed conflict but in contemporary security situations a civilian aspect shouldn't be looked over – an existing base of knowledge, literature studies and empirical data obtained by civilian bodies must be taken into account in order to provide the best possible results for civilian victims of the armed conflicts.

If you are interested and wish to apply to the course:

Course Dates:

NATO UN POC 2 2024: Pre-course self-study phase 23.9. - 18.10.2024 and Residential Phase 28.10. - 8.11.2024

How to apply:

Student applications have to be submitted using the LYYTI Management system. The application form is available online at:

NATO UN POC 1 2024: <https://www.lyyti.in/NATOUNPOC12024> **Link to an external website**

NATO UN POC 2 2024: <https://www.lyyti.in/NATOUNPOC22024> **Link to an external website**

Contacts: studentadmin@fincent.fi or Virpi.levomaa@fincent.fi

SUGGESTED READINGS:

- Alexander William Beadle, (2014), **Protection of civilians: military planning scenarios and implications**, Norwegian Defence Research Establishment (FFI)
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- Alexander William Beadle and Stian Kjeksrud, (2014), **Military planning and assessment guide: for the protection of civilians**, Norwegian Defence Research Establishment (FFI)
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- Anders Skeibrok Våge, (2014) **Violence against civilians: – case-studies of perpetrators**, Norwegian Defence Research Establishment (FFI)
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- **Stian Kjeksrud, Alexander W. Beadle and Petter H.F. Lindqvist, (2016), PROTECTING CIVILIANS FROM VIOLENCE: A Threat-Based Approach to Protection of Civilians**, Norwegian Defence Research Establishment (FFI) and the Norwegian Defence International Center (NODEFIC), Kjeller/Oslo
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- Ludovica Glorioso (ed.), (2021), **Promoting the Rule of Law and Good Governance: SFA Implications in International Initiatives**, NATO SFA COE, Rome *LIBRO Promoting the Rule of Law 17X24 232 PAG.pdf (nsfcoe.org)*

NATO SFA COE visits York University's Glendon School of Public and International Affairs

By Sara JURKOVIČ University of Ljubljana Student



Following the signature of the Letter of Cooperation between the Centre and York University²⁶, the relationship between these two entities has been further consolidated with a two-day visit at the University's Glendon School of Public and International Affairs²⁷ in Toronto. A NATO SFA COE delegation met the School's Principal, Professor Marco FIOLA²⁸, Professor of Political Science, Francis GARON, the School's Director of Glendon School of Public and International Affairs (GSPIA), Ms Susan POND, and students of the master's programme in Public and International Affairs.



NATO SFA COE® delegation to the Glendon School of Public and International Affairs

The occasion provided an opportunity to present the NATO SFA COE's activities and ongoing projects at the Colloquium²⁹, which is held once a week and provides the students with the opportunity to meet practitioners, affiliated to different International Organizations, who present their organizations' main activities, linked to the School's curriculum.



NATO SFA COE® delegation at the Prof. GARON's Colloquium

In light of this cooperation, an internship programme for students of the master's programme in Public and International Affairs will be held, paving the way for welcoming students to the Centre from a non-European country. York University is, after all, the first North American University to have concluded such a collaboration, which will allow its students to gain an experience of working inside an international organization, engaged in peace, security, and development, which will give them the opportunity of transferring their, theoretical knowledge, into practice.

²⁶ <https://www.yorku.ca>

²⁷ <https://www.glendon.yorku.ca/gspia/>

²⁸ <https://www.yorku.ca/glendon/meet-our-principal/>

²⁹ <https://www.glendon.yorku.ca/gspia/weekly-colloquium/>



The selection of the intern from Glendon School will take place in February of 2024, with the internship at the Centre then starting in April 2024. In order to bring this excellent experience even closer to the chosen candidate, the University has decided to partially fund the expenses, for the duration of the internship.

The cooperation with York University is an added value to the Centre since they share a focus on topics of common interest. This will allow for future issuing and co-authoring of publications and newsletters, as well as conducting joint research projects. With internationalization being an important focus for the York University, the internship programme will provide its students with a comprehensive insight into international dynamics, equipping them with skills for operating in today's complex security setting, while also offering the Centre a breath of fresh air that younger generations, responsible for a better and safer future, can provide.



Internship presentation at Glendon School of Public and International Affairs®

NATO SFA COE Internship Programme: What can you expect?

- Acquiring specific NATO skills
- Supporting editorial projects
- Active collaboration in the implementation of the NATO SFA COE projects
- Participating at the Centre's annual training offers
- Interacting with high profile experts
- Learning about the methods of military contribution to SFA
- Consolidation of your academic knowledge

Speaker Spotlight: Marco A. FIOLA

Principal at Glendon Campus of York University



Interview by Sara JURKOVIČ University of Ljubljana Student



What can a University as an institution gain from a cooperation with the NATO SFA COE?

At Glendon we place an emphasis on global learning and giving students unique opportunities that prepare them for the challenges of a professional career. We provide students with a solid academic foundation and an opportunity to engage with knowledgeable practitioners on the challenges of managing world affairs and how to build sustainable public policy to support national and international goals. Our cooperation with the NATO SFA COE offers students an opportunity to engage with security experts and offers a window on the complexity of planning peace and reconstruction operations in post conflict situations. The participation of the NATO SFA COE representatives in November 2023 in the weekly colloquium with our graduate students provided a unique window for students to better understand the complexity of challenges of operating in a post conflict environment.

Can you talk about some good practices from civil-military relations, regarding the Academia in general?

Our letter of Cooperation was signed in May 2023. We have made significant progress in its implementation. The invitation to the Director of the Glendon School of Public and International Affairs (GSPIA) to take part with members of the NATO SFA COE in briefing UN staff and representatives of national delegations was greatly appreciated. It is clear from the discussions that solutions to the many challenges facing the world require collaboration between the public and private sector. Academic institutions like Glendon are contributing to research and good practices in areas that require civil-military cooperation such as protection of civilians, the fight against sexual violence as a weapon of war, and the rule of law. I note with satisfaction that our Director of the GSPIA, Ms POND who participated in the UN consultations also contributed to a previous NATO SFA COE publication. In addition, Ms POND is a co-editor of the forth-coming book to be published in summer 2024 which includes a chapter on Women, Peace and Security authored by our Power Corporation Senior Fellow, Ms Clare HUTCHINSON.

What advice would you give to students, interested in the NATO SFA COE internship programme?

I encourage them to totally embrace this opportunity of having a distinct international work placement, enhanced by NATO's senior security professionals. This will significantly compliment and enrich their academic experience. The assignment at the NATO SFA COE, open exclusively to Glendon students, gives them an opportunity to be part of a multinational team in a European city. It will be a life changing experience for the student selected to take up the internship at the Centre located in Italy and add value to the Glendon School of Public and International Affairs.

Why is such a collaboration an added value to your existing curriculum?

Our students are very excited at the prospect of a NATO SFA COE Internship as it provides the opportunity for a student to engage with



senior professionals in the leading security Alliance, while also living and working outside of Canada. This enhances their academic and personal development in two critical ways and is consistent with our goal of developing distinct professionals who contribute to the advancement of innovative and effective public policy.

What could the University gain from the knowledge of an individual, obtained during such an internship?

This experience will advance their thinking as a policy innovator and advisor enabling them to contribute at a higher and more credible level to class discussions and projects. The sharing of experience and new perspectives will enrich the program experience for all students and possibly allow instructors to develop new discussion themes and observations.

In your opinion, why would an internship at the NATO SFA COE be different to the internships in other organizations that Glendon's students have completed in the past?

Glendon students have access to internships with a variety of organizations in Canada. The NATO SFA COE internship, however, allows a student to experience first-hand being part of the world's leading political/military Alliance, during a challenging period. This experience, particularly for a student studying in Canada, is invaluable. Many of our students aim for a professional career in public service, taking up internships with the Federal Public Service in Ottawa and the Ontario Public Service. The possibility to take up an internship at the NATO SFA COE offers a unique opportunity for students to enhance their understanding of human security and emerging security threats. This is an experience that will enhance their professional careers in Canada or abroad.



NATO SFA COE and University of Ljubljana

By Sara JURKOVIČ University of Ljubljana Student



In light of the Centre's key role in SFA, it holds an important role in advancing the work of academics and practitioners. In order to achieve that, the Centre is actively working on strengthening the ties to academic institutions and international organizations. Among other cooperation agreements signed, there was also an agreement signed with the University of Ljubljana³⁰.

The University of Ljubljana is the oldest and largest higher education and scientific research institution in Slovenia. Its projects keep pace with the latest developments in the areas of arts, sciences, and technology at home, as well as abroad.

The University has been ranked among the top 500 universities by the prestigious Academic Ranking of World Universities. It implements and promotes basic, applied, and developmental research and is pursuing excellence and the highest quality as well as the highest ethical criteria. Internationalization³¹ is an important factor of openness in the learning, as well as work process, and that is why the international role of the University of Ljubljana is of great importance at national and regional level.

The cooperations that the University of Ljubljana (UL) has established are with higher education institutions in Southern and Eastern Europe and more than a hundred institutions abroad. There are also agreements with partners abroad and agreements under the Erasmus+ program and international associations.



Photo courtesy of University of Ljubljana, Faculty of Social Sciences®, <https://www.uni-lj.si/eng/>

³⁰ <https://www.uni-lj.si/eng/>

³¹ <https://www.uni-lj.si/study/partners/departmental/>

Dr Jelena JUVAN – a professor at the University of Ljubljana, Faculty of Social Sciences³², paid a visit to the NATO SFA COE as part of a Slovenian delegation, consolidating an internship programme among other subjects. A first intern – Sara JURKOVIČ – from University of Ljubljana, Faculty of Social Sciences, was welcomed at the NATO SFA COE in September 2023, starting an Internship in the LEGAD Office. During this time, she participated in the Centre’s Institutional Adviser Course 2023³³ and the SFA Operators Course 2023 – 2 , she supported the process of presentation making for the Centre’s delegation to the above mentioned events in NYC and Toronto and was also involved in supporting NATO SFA COE products and this Newsletter.



Photo courtesy of University of Ljubljana, Faculty of Social Sciences®, <https://www.uni-lj.si/eng/>

³² <https://www.fdv.uni-lj.si/en>

³³ <https://reserved.nsfacoe.org/site/view?id=132>

³⁴ <https://reserved.nsfacoe.org/site/view?id=133>

Contribution from Dr Jelena JUVAN

Professor at the University of Ljubljana, Faculty of Social Sciences



USE OF SFA CONCEPT IN FRAGILE STATES³⁵

The provision of Security Force Assistance (SFA) is worth billions of dollars each year and it involves providing arms, military, training, and advice. As a common form of intervention into fragile states, SFA has become a key strategy of Western governments to address new security challenges in developing countries, such as violent extremism, migration, and organized crime.

Although SFA has been a rather novel concept, it has existed for a longer time, under different names. Elements of SFA have been recognized for decades as components of development assistance aimed at improving governance in developing countries. SFA has replaced large-scale combat deployments and policy makers now generally prefer them over broad and much more expensive security sector reform projects. SFA is a phenomenon which has evolved over time in response to shifting global security trends.

Since WWII such interventions have ranged from large programmes to training entire branches of the security sector to enhance peacetime functionality, to develop local forces for immediate combat operations through small secret missions conducted by intelligence officers and special forces. SFA was a key component of strategic competition in Africa during the Cold War, when it was used by the recipient states to build up their armed forces and by providers to gain influence in the ideological battle between the western and the Soviet blocs.

Throughout the Cold War the larger training and equipment programmes were premised on the idea that assistance would build the capacities of recipient regimes to defend against internal and external challenges, while serving as proxies in the providers' wider struggles for influence. Following the end of the Cold War in 1991, the USA and other states focused on security assistance programs of fragile states in the Global South, combining weapon supplies with trainings. There was increased attention to multilateralism and the idea of the West as a champion of values such as democracy, human rights, and free trade.

Genocides in Rwanda and wars in former Yugoslavia epitomised³⁶ this idea of the need for the international community to protect civilians and police regimes around the world. Train and equip programmes became components of ambitious security sector reforms in conflict ridden states. For example, in Liberia following the end of the civil war in 2003, the whole army was disbanded and rebuilt³⁷ from scratch. A small home guard type of armed force was trained by private US security firms. The war on terror after 9/11 attacks has set the change for another shift in focus.

³⁵ Article is based on a lecture prepared for the visit of Dr. Jelena JUVAN, Head of Chair of Defence Studies, Faculty of Social Sciences, University of Ljubljana

³⁶ <https://peacekeeping.un.org/en/protecting-civilians>

³⁷ <https://www.tandfonline.com/doi/full/10.1080/01495933.2023.2182112>





SFA is a tool to boost the capacity and quality of the recipient state's coercive institutions. In addition to addressing perceived threats such as terrorism, organized crime, uncontrolled migration, SFA is also presented as a measure to mitigate state fragility.

In spite of the fact that SFA has existed for a long time, it has been subject to very little research attention, and little is known about its effects from scientific perspectives.

During the last years specific project and research have been pursued by the Centre and other organizations, for example the project titled "*The Impact of Security Force Assistance on State Fragility*"³⁸, done by Oslo Peace Institute³⁹, from 2018 and 2021, led by professor Øystein H. ROLANSEN. The main purpose of the research was to advance the understanding of how SFA affects the coercive capacity of developing states, as well as its impact on peace, human rights, gender, development and democracy. The NATO SFA COE has also contributed to that body of knowledge with research papers, books and report⁴⁰.

³⁸ <https://www.prio.org/projects/1788>

³⁹ <https://www.prio.org>

⁴⁰ <https://www.nsfacoe.org/wp-content/uploads/2021/09/Promoting-the-Rule-of-Law-and-Good-Governance.-SFA-Implications-in-International-Initiatives..pdf>

NATO SFA COE Senior Fellows

A Senior Fellow is an honorary title awarded to a highly distinguished Senior Expert, who has developed a special relationship with the NATO SFA COE . Such an individual provides advanced knowledge that helps to improve and strengthen the Centre's work and is committed to supporting its activities and projects on a continuing basis, through contributions to ongoing research and related contents.

Senior Fellows awarded who contributed during the years to consolidate the Centre in the field of SFA:



Dr Nadia GERSPACHER, PhD, Senior Research Faculty, Research, Analysis, and Lessons Learned and Defense Security Cooperation University (Washington D.C.)



Prof. Fabrizio W. LUCIOLLI, President of the Italian Atlantic Committee (Rome)



Ms Susan POND, Director of Glendon School of Public and International Affairs (Toronto)

Interns' voices

Former Interns



Susanna CAPRETTI



NATO SFA COE's former Intern in partnership with Luiss University, working at the Centre from July 2020, until February 2021. She is currently working as a Security Governance Specialist at Leonardo in Belgium.

"During my Internship at the NATO SFA COE, I was immediately involved in the activities of the Centre, providing an active contribution to the publication "Promoting the Rule of Law and Good Governance: SFA Implications in International Initiatives", the organisation of a virtual roundtable including representatives of NATO and the UN and the peer review process. Moreover, I had a chance to contribute to the Centre's Newsletter with an article on the Treaty on the Prohibition of Nuclear Weapons (TPNW) and its implications for International Humanitarian Law. I am beyond grateful to the NATO SFA COE for this incredible experience and the useful insights I could acquire working with their amazing team."



Matteo URBINATI

NATO SFA COE's former Intern in partnership with Luiss University, working at the Centre from September 2021, until March 2022. His current job position is at Leonardo's Cyber & Security Solutions Division in Rome, where he has a position of Strategic & Risk Advisor.



"During my Internship at the NATO SFA COE, I had the pleasure to join the work on one of the editorial initiatives of the Centre - Insights on Strategic Advising for SFA. Since the first day, I was absorbed in a stimulating atmosphere that allowed me to expand my knowledge about the role of NATO in stabilisation operations. The participation to the SFA Operators Course provided me with the opportunity of a practical insight on the issues of SFA operations with the contribution of practitioner from the field. The Internship enabled me to experience a valid international and cross-cultural experience through interaction with many operators coming from different member states of the Alliance and its Partners. Within this framework, the contribution of this strategic approach improved my capacity to deal with current issues in the cyber security sector that requires strong planning and multidisciplinary approach."



Eliano Raffaele VIVIANO



NATO SFA COE's Intern, concluded his Internship in the Education and Training Office on the 1st of December. He is enrolled in an Emergency Governance programme at the University of Verona.

"Throughout my studies at the University of Verona, I had the opportunity to enjoy the benefit of the University's partnership with the NATO SFA COE and become the Centre's Intern. This enabled me to get closer to the military environment and to give my contribution in organizing the Centre's annual training offers: Institutional Adviser Course and SFA Operators Course.

For me, this Internship represents immersing myself in a new world, which has always fascinated me, and being able to put my personal and academic knowledge into practice. During this period, I was able to meet military personnel and civilians from NATO countries, who enriched my professional journey, and those interactions confirmed my wish of one day becoming one of them."

Interns contributing to the Newsletter:

University of Ljubljana



Sara JURKOVIČ

University of Ljubljana – Defence Studies



Alberto BIBBA

Roma Tre University – Law Studies



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