



**NATO
SECURITY FORCE ASSISTANCE
CENTRE OF EXCELLENCE**

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Ref No.: SNSFACOE-ETB-48-2025

Date: 17th of July 2025

TO: See distribution List in Annex "A"

SUBJECT: **Advanced Seminar for SFA Strategic Advising within SSR 2025 - Invitation Letter.**

Reference: SNSFACOE-ETB-13-2025 – "NATO Security Force Assistance Centre of Excellence (NATO SFA COE) 2025 Training offer – second update & reminder" dated 02nd of April 2025.

1. It is my great pleasure to invite your organisation to the "**Advanced Seminar for SFA Strategic Advising within SSR 2025**" that will be held by the NATO Security Force Assistance Centre of Excellence (NATO SFA COE), from 02 to 04 December 2025, at the Italian Air Force General Staff HQ in Rome, Italy.
2. This seminar's aim is to provide civilian and military participants an enhanced ability to provide strategic level military guidance for NATO in SFA, with the following objectives:
 - develop NATO's Strategic Military Guidance on SFA while working in close coordination with political elements
 - direct SFA in a complex multinational HQ environment according to NATO AJP 3.16, Security Force Assistance
 - support the execution of NATO's contribution to Security Sector Reform (SSR), in a dynamic multiagency HQ environment according to the NATO AJP 3.28, Military Contribution to Stabilization.
3. The learners' characteristics are as follows:
 - personnel working as SFA Subject Matter Experts at Strategic level NATO HQ's or similar NATO or partner nations' national HQ's
 - Military Officers (OF-4 through OF-6) or civilian equivalents working at the strategic level in NATO, NATO-member, or Partner Countries
 - personnel working at NATO HQ IMS, SHAPE, SACT, SME Staff Working at SFA COE, and SME Staff at HQ SACT and SHAPE
 - experts in SFA with experience in a multinational HQ Staff, with at least an Academic degree EQF 6 (bachelor's degree) or 7 (master's degree) or equivalent military education.

Matteo LUCIANI
Colonel (ITA A)
SFA COE Director

- ANNEXES:
- A. Distribution list
 - B. Seminar flyer
 - C. Information 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
- NATO HQ SARAJEVO
- SHAPE PARTNERSHIP DIRECTORATE
- SHAPE REGISTRY
- NATO DEFENCE INSTITUTION CAPACITY BUILDING DIRECTORATE (DICB) – Building Integrity
- NATO STRATEGIC DIRECTION SOUTH HUB
- HQ SACT
- HQ SACT MULTI DOMAIN FORCE DEVELOPMENT (MDFD)
- NATO INTELLIGENCE FUSION CENTRE (NIFC)
- NATO-UKR JOINT ANALYSIS, TRAINING, AND EDUCATION CENTRE (JATEC)
- HQ JFCBS
- HQ JFCNP
- NATO DEEP
- ISD RA (SHAPE PD)
- ISD 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)
- US ARMY V CORPS
- US INSTITUTE OF PEACE
- US ARMY SFASID
- 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
- MOROCCO INTERFAITH & PEACEBUILDING RESEARCH AND TRAINING CENTER
- BOSNIA AND HERZEGOVINA MoD
- NATO MISSION IRAQ HQ
- KOSOVO FORCE (KFOR) HQ
- NATO ADVISORY AND LIAISON TEAM (NALT) KOSOVO
- 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)



Advanced Seminar for SFA Strategic Advising within SSR

(ETOC MCP-CM-36829 e-PRIME ACT.1028)

Requirement:

This seminar fills the NATO requirement for strategic level at the Proficiency level 300 – Advance level (Apply) with the pre-requisite courses SFA Operators course and Institutional Advisor course. The seminar equips participants to reach Proficiency level 400 – Expert level (Enable) after on-the-job experience.

Aim:

The NATO Advanced Seminar for SFA Strategic Advising within SSR provides civilian and military participants an enhanced ability to provide strategic level military guidance for NATO in SFA.

Objectives:

The seminar aims with on-the-job experience to the level 400, which is required to execute a board range of complex professional work activities leveraging prior education, training and practical experience.

Security Classification: UNCLASSIFIED.

Venue: NATO SFA COE

Estimated Number of students: 30

Target Audience:

Personnel working as SFA Subject Matter Experts at Strategic level NATO HQ's or similar NATO or partner nations' national HQ's.

Military Officers (OF-4 through OF-6) or civilian equivalents working at the strategic level in NATO, NATO-members or Partner Countries.

Info Contact

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website: nsfacoe.org

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Educational background:

- Participants shall be very experienced experts on SFA;
- Participants should have experience from working in a multinational staff;
- Academic degree EQF 6 (bachelor degree) or 7 (master degree) or equivalent military education.

Pre-requisites (e-learning):

Participants are particularly recommended to complete the Institutional Adviser Course (IAC) and the SFA Operators course, national equivalent courses, or relevant education. The seminar also requires practical experience and education working with SFA.

References:

- AJP 3.28 for Allied Joint Doctrine for the Military Contribution to Stabilization;
- AJP 3.16 for Security Force Assistance;
- AJP 3.22 for Stability Policing.

Language Proficiency:

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

Training Strategy:

The seminar has been planned as a blended learning solution. The seminar starts with a distance learning period with self-study assignments that are obligatory. Pre-seminar homework includes a test in ADLs, which all the participants have to pass. Individual and group learning activity products throughout the seminar will be used as a formative assessment. The last assignment of the seminar is a summative assessment.

The duration of the seminar will be 2+3 days (distance learning + residential part with blended learning approach).

Seminar fee: 200.00 €



Info Contact

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a. Seminar venue and time

The seminar will be held at the Italian Air Force General Staff HQ located in *Viale dell'Università 8, 00185 – Roma* (Italy).

Location: <https://maps.app.goo.gl/5MpSBQzAC6FtVGW77>

The training hours are Tuesday to Thursday, 08:30 to 17:00.

b. Registration

Applicants are kindly requested to fill in the registration form on NATO SFA COE website at <https://reserved.nsfacoe.org/site/view?id=154> no later than **19th of October 2025**.

Report any cancellation or any replacement ASAP to the PoC.

c. Language

The seminar will be held in English.

Level 3 in English proficiency is required according to NATO STANAG 6001: Listening (3); Speaking (3); Reading (3); and Writing (3) 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 seminar is: UNCLASSIFIED 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 seminar, attendees will be requested to present their military/civilian passport or ID card. This security badge must be visibly worn for the whole duration of the event.

f. Visa Requirement

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

g. Medical service

No medical support will be provided by the NATO SFA COE. In case of need, medical cares and costs are on individuals - their insurance agencies - responsibility. All participants are strongly recommended to have a proper medical insurance.

h. Seminar tuition fee

The seminar fee is € 200.00.

The NATO SFA COE strongly encourages early payment of the fee by bank transfer or using the payment link which will be sent to applicants whose attendance has been

confirmed. On site electronic payments (POS) will be accepted on the first day (**NO CASH WILL BE ACCEPTED**).

Failure to pay the tuition fee by the first day will result in the suspension of the seminar attendance.

i. Accommodation

Attendees are responsible to arrange their own accommodation.

NATO SFA COE recommends that attendees stay at the:

- Italian Air Force Officer Club “Casa dell’Aviatore” (3-star hotel - alternative building) located in Via Lazzaro Spallanzani 42, 00161 - ROMA.

With a special rate, from the **01 to the 05 December**, (€ 96.80/day for one person and € 128.70/day for two persons) with breakfast and wi-fi included. The city tax is € 6.00 person/night.

Location: <https://maps.app.goo.gl/agJLio3fj1QbSV7x9>

- Hotel St. MARTIN (4 stars - <https://www.omnihotels.com/en/hotel-st-martin/index>)

With a special rate, from the **01 to the 05 December**, (€ 150.00/night for a single room and of € 170.00/night for double room) with breakfast and wi-fi included. The city tax is € 7.50 person/night.

Location: <https://maps.app.goo.gl/DoXaj3RGnnnQddqK8>

Booking deadline is no later than 26 October 2025; afterwards, room availability and preferential rates cannot be guaranteed.

Procedure for booking will be specified by e-mail once attendance will be confirmed.

j. Transport

Seminar attendees are expected to cover their own travel costs. The venue is in the vicinity of ROMA TERMINI train station.

- Suggestion for transport from/to Rome airport Fiumicino (FCO) may be found at <http://www.adr.it/web/aeroporti-di-roma-en/-pax-fco-fiumicino>.
- 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 daily provided from the hotels to the venue and back. More details will be sent to the confirmed participants.

k. Meals

Coffee breaks and lunches will be offered every day by the NATO SFA COE at the venue. Please inform us of any **allergies/intolerances**.

l. Social events

NATO SFA COE will host an icebreaker on Tuesday, 02 December 2025.

m. Dress code

Service uniform (Class A - jacket and tie) for military personnel, business attire for civilians.

n. Attendees' selection

The NATO SFA COE will conduct a selection board for course attendees in order to grant the widest possible participation of different international institutions/organizations. The selected attendees will be notified by **20 October 2025**, in order to allow sufficient time for their own arrangements.

Further detailed information will be sent by e-mail to the selected attendees; please, make sure to check the e-mail used for registration, including the SPAM folder.

For further information, please contact the following POCs:

Seminar DIRECTOR:

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