



**NATO  
SECURITY FORCE ASSISTANCE  
CENTRE OF EXCELLENCE**



SNSFACOE-ETB-33-2024

Rome, 15<sup>th</sup> of July 2024

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

**SUBJECT: NATO Security Force Assistance Centre of Excellence (NATO SFA COE)  
2025 Training Offer.**

**REFERENCE:** BI-SC Education and Individual Training Directive (075-007).

1. The NATO SFA COE in Rome (Italy) will offer different training solutions for 2025, both residential and online, which are listed in **Annex "B"**. Most of these solutions are certified as "NATO Selected" courses, that satisfy NATO performance gaps identified within the Military Contribution to Peace Support Discipline through the System Approach to Training process and represent suitable training solutions aligned with the performance gaps.
2. These training solutions are detailed in the **Annex "B" Appendices** and can be found on the NATO ETOC website (<https://e-itep.act.nato.int/>) and, for Partners Nations, also on the NATO e-PRIME system (<https://e-prime.org/>). Whereas, e-learning courses are available on the NATO Joint Advanced Distance Learning (JADL) platform (<https://jadl.act.nato.int/>).
3. A specific calling letter for each iteration will be published on the NATO SFA COE website (<https://reserved.nsfacoe.org/site/category?id=1>) at least two months before each training event commences. All personnel having the requested pre-requisites who are interested in attending must submit the request by the deadline following the procedures outlined in the aforementioned letter, which will contain administrative and logistical details as well.
4. The NATO SFA COE Framework Nation (Italy) and Sponsoring Nations are welcome to send participants and they will have reserved seats for each iteration.
5. For additional information, please contact the NATO SFA COE Education and Training Branch ([training\\_education@nsfacoe.org](mailto:training_education@nsfacoe.org)).

**NATO SFA COE Director**  
Colonel (ITA-A) Matteo LUCIANI

A handwritten signature in black ink, appearing to read 'M. Luciani', written over the printed name.

ANNEXES:

A. Distribution List

B. NATO SFA COE 2025 Training Offer List and Flyers

## 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 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
- US 3<sup>rd</sup> SFA BRIGADE
- US 4<sup>th</sup> SFA BRIGADE – 5<sup>th</sup> BATTALION
- 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 77<sup>th</sup> BRIGADE
- UK ARMY SPECIAL OPERATIONS BRIGADE
- UK SECURITY FORCE ASSISTANCE BATTALION
- 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

UNCLASSIFIED INFORMATION  
Releasable to the Public

- LUMSA UNIVERSITY
- UNIVERSITY OF VERONA
- PALERMO UNIVERSITY
- GLENDON CAMPUS YORK UNIVERSITY
- DEFENSE SECURITY COOPERATION UNIVERSITY (DSCU)
- 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
- ISRAELI DEFENSE FORCE – International Cooperation Unit
- MULTINATIONAL LAND FORCE
- EUROPEAN UNION TRAINING MISSION – SOMALIA (EUTM-S)
- PEACE SUPPORT TRAINING CENTRE (PSTC)
- ARMED FORCES OF MALTA

## NATO SFA COE 2025 TRAINING OFFER LIST

PERIOD	COURSE NAME	LOCATION	AVAILABLE SEATS	FEE
Always available	ADL 362 “Introduction to SFA”	SFA COE webpage (JADL Platform*)	Unlimited	No fee
Always available	“Institutional Adviser Course” ADL Component Course *	SFA COE webpage (JADL Platform*)	Unlimited	No fee
TBD	“Comprehensive Approach in Defence and Security Capacity Building Assistance” Pilot	TBD	35	No fee ESDC-SAFE
10 <sup>th</sup> – 14 <sup>th</sup> March	“SFA Operators Course 2025-1”	NATO SFA COE (Cesano di Roma)	30	250.00 €
08 <sup>th</sup> – 11 <sup>th</sup> April	“SFA Advisor Enhancement Seminar 2025”	NATO SFA COE (Cesano di Roma)	30	200.00 €
22 <sup>nd</sup> – 26 <sup>th</sup> September	“SFA Operators Course 2025-2”	NATO SFA COE (Cesano di Roma)	30	250.00 €
30 <sup>th</sup> September – 2 <sup>nd</sup> October	“Seminar for Institutional Advisors on S&R, SSR, SFA and SP 2025” in co-direction with NATO SP COE	NATO SP COE (Vicenza)	20	150.00 €
10 <sup>th</sup> – 14 <sup>th</sup> November	“Institutional Adviser Course 2025”	NATO SFA COE (Cesano di Roma)	15	350.00 €
2 <sup>nd</sup> – 4 <sup>th</sup> December	“Advanced Seminar for SFA Strategic Advising within SSR 2025”	NATO SFA COE (Cesano di Roma)	20	150.00 €

\* In order to join the course, a JADL account is required. A NATO-Military, Governmental or NATO official email is required for registration. If you do not have a military or official governmental email address, a sponsor is required from a NATO entity or a NATO member nation command structure to verify that the training is for the benefit of NATO. The NATO SFA COE POC can provide the requestor with a sponsor code if needed.



# ADL 362

## "INTRODUCTION TO SFA"



### ADL 362 "INTRODUCTION TO SECURITY FORCE ASSISTANCE (SFA)"

(ETOC Code: MCP-CM-15557)

#### AIM

To illustrate how the Security Force Assistance Concept (MCM-0034-2014) has been originated in NATO and how SFA is intended by the reference of NATO publication, the AJP 3.16 - Allied Joint Doctrine for Security Force Assistance. The course also provides participants of the residential SFA training solutions (e.g. "SFA Operators Course" and "Institutional Advisor Course") with a general overview, useful to create a common picture which will be further investigated during the residential courses.

#### TARGET AUDIENCE

Position:

- NATO and its Partners SFA Operators (Advisers, Mentors and Trainers) and planners both military and civilian working in NATO SFA operations.
- Individuals, both military and civilian, working in 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 those who support SFA Operators (supporting staff).
- Personnel in academia, IOs, GOs, NGOs, interagency, intergovernmental.
- Personnel working in S&R/SSR projects and wider development context (incl. possible counterparts from priority regions/countries).

#### TRAINING STRATEGY

The course has been planned as e-learning solution, available on NATO Joint Advanced Distributed Learning (JADL). A final test as diagnostic assessment.

#### LOCATION

NATO Joint Advanced Distributed Learning (JADL) portal: <https://jadl.act.nato.int/>

#### NATO Discipline

MILITARY CONTRIBUTION TO PEACE SUPPORT (MC2PS)

#### COURSE CERTIFICATION

NATO SELECTED

#### POC

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

#### Info Contact

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

☎ phone: +39 06469163511

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

Facebook: NATOSFACOE

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Instagram: @natosfacoe

LinkedIn: NATO Security Force Assistance Centre of Excellence (NATO SFA COE)



## SFA Operators Course

(ETOC Code: MCP-CM-2556 • e-PRIME Code: ACT.923)

### AIM

The aim of the course is to improve the competency and effectiveness of SFA operators working in current and future missions of defence and related security capacity-building. The course enhances the practical understanding and application of NATO SFA operators working as part of a comprehensive and integrated approach. Course participants will be able to perform Security Force Assistance by advising, mentoring or training in order to improve the performance of designated actors.

### TARGET AUDIENCE

1. Position:
  - NATO and Partner SFA Operators – Advisers, Mentors and Trainers.
  - Military Officers (OF2 through OF5), experienced NCOs (OR6 to OR9) or civilian equivalents working as SFA operators 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:
  - Specified pre-course homework before residential part of the course.

### TRAINING STRATEGY

The course has been planned as a blended learning solution. The course is composed of series of modules and based on adult learning principles. Active learning methods are used throughout the course.

### Info Contact

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- 📧 @NATOSFACOE
- 📷 @natosfacoe
- 📍 NATO Security Force Assistance Centre of Excellence (NATO SFA COE)

NATO Security Force Assistance Centre of Excellence



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

30 per iteration

SECURITY CLEARANCE

Not required

COURSE FEE

250.00 €

POC

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



Info Contact

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Centre of Excellence (NATO SFA COE)





## 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.

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- NATO Security Force Assistance Centre of Excellence (NATO SFA COE)

NATO Security Force Assistance Centre of Excellence



### LOCATION

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

### NATO Discipline

MILITARY CONTRIBUTION TO PEACE SUPPORT (MC2PS)

### COURSE CERTIFICATION

NATO SELECTED

### ITERATION

1 iteration 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

350.00 €


### POC


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



### Info Contact

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 phone: +39 06469163511

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

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 NATO Security Force Assistance  
Centre of Excellence (NATO SFA COE)



## SFA Advisor Enhancement Seminar

(ETOC Code: MCP-CM-26905 – e-PRIME Code: ACT.941.1)

### AIM

The aim of the seminar is to enhance interpersonal knowledge, skills, and techniques required to engage counterparts, build rapport, and gain mutual trust in order to effectively conduct advising activities across various operating environments and cultural contexts.

### TARGET AUDIENCE

Position:

- NATO and Partner SFA Advisors
- Military Officers (OF2-OF5), experienced NCOs (OR6-OR9) or civilian equivalents working as SFA Advisors in NATO SFA operations.

Educational background:

- Participants shall be competent experts in their own field.

Pre-requisites:

- NATO SFA ADL 362 and
- NATO SFA Operators Course or
- National equivalent training or
- Required competence/practical experience

### TRAINING STRATEGY

The seminar has been planned residential training solution, 4 days training, to enhance SFA Advisor's capacities and capabilities in interacting with counterpart through series of engaging active learning lessons and practical role-play sessions.

### Info Contact

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Instagram: [@natosfacoe](#)

LinkedIn: [NATO Security Force Assistance Centre of Excellence \(NATO SFA COE\)](#)

NATO Security Force Assistance Centre of Excellence



**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**

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

**COURSE DURATION**

4 days

**NUMBER OF SEATS AVAILABLE**

25 per iteration

**SECURITY CLEARANCE**

Not required

**SEMINAR FEE**

200.00€

**POC**

NATO SFA COE Analysis & Lessons Learned Branch

[LLbranchhead@nsfacoe.org](mailto:LLbranchhead@nsfacoe.org)  
[cwgapstaff@nsfacoe.org](mailto:cwgapstaff@nsfacoe.org)



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LinkedIn: [NATO Security Force Assistance  
Centre of Excellence \(NATO SFA COE\)](https://www.linkedin.com/company/nato-security-force-assistance-centre-of-excellence)



NATO Security Force Assistance Centre of Excellence

### Seminar for Institutional Advisors on S&R, SSR, SFA and SP

**Requirement:** ITA Joint Defence Staff identified a gap in PDT for personnel selected to be deployed as Institutional Advisors in the domain of Stability Policing (SP) or Security Force Assistance (SFA).

**Aim:** The seminar allows personnel tasked as Institutional Advisors to develop the capability to advise counterparts in a local security force institution within building partners capacity activities.

**Objectives:** Attending the seminar personnel will be able to:  
Recall the NATO doctrine on Stabilization & Reconstruction (S&R), Security Sector Reform (SSR), SP and SFA;  
Recognize the main challenges for Institutional Advisors;  
Develop the most important skills for an effective advising.

**Security Classification:** NATO UNCLASSIFIED.

**Venue:**  
NATO Security Force Assistance Centre of Excellence - Rome, Italy  
NATO Stability Policing Centre of Excellence - Vicenza, Italy

**Estimated Number of students:** 20

**Target Audience:** Military Officers (OF-4 through OF-5) from NATO countries and civilian equivalent working as Institutional Advisors in Stability and Security operations.

**Pre-requisites** (e-learning):  
"Introduction to Security Sector Governance" (DCAF/ISSAT);  
ADL 362 "Introduction to SFA" (NATO JADL);  
ADL 353 "Introduction to Stability Policing" (NATO JADL);  
ADL 169 "Improving Operational Effectiveness by Integrating Gender Perspective" (NATO JADL).

**References:**  
AJP 3.4.5;  
AJP 3.16;  
AJP 3.22.

**Language Proficiency:** Level 3 of English language skills according to NATO STANAG 6001: Listening (3); Speaking (2); Reading (3); and Writing (2).

**Training Strategy:** The seminar starts with on-line learning period with self-study. The duration is three (3) training days. It is composed of a series of modules and is based on adult learning principles. Active learning methods are used throughout the course to include interactive lectures, case studies and guided discussions.

**Course fee:** 150 €

#### Info Contact

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LinkedIn: [NATO Security Force Assistance Centre of Excellence \(NATO SFA COE\)](https://www.linkedin.com/company/nato-security-force-assistance-centre-of-excellence)