



NATO Foundation
Defense College



Confronting Criminal/Terrorist Threats *The Reshaping of Non-State Actors*

Rome, the 9th of December 2019



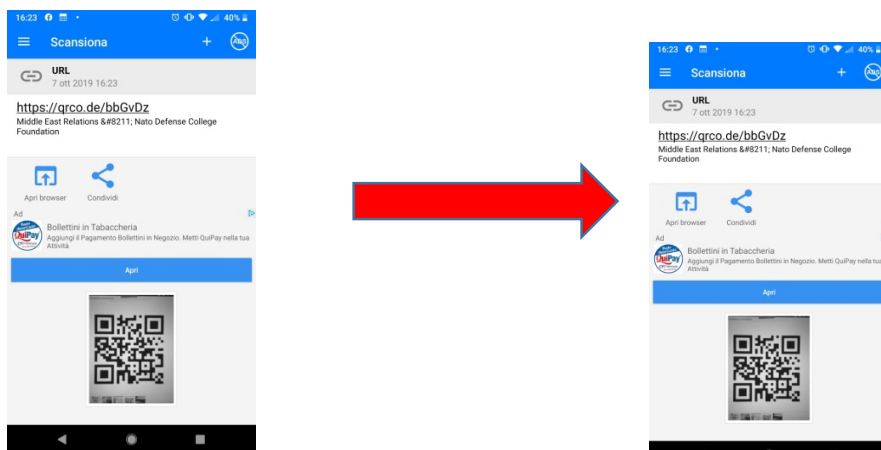
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CONFRONTING CRIMINAL/TERRORIST THREATS *The Reshaping of Non-State Actors*

High-Level Advanced Research Workshop

*Organised by the **NATO Defense College Foundation***

*In co-operation with the **NATO Science for Peace and Security Programme**,
the **Policy Center for the New South** and the **NATO Defense College***

Rome, the 9th of December 2019

Venue: Sala della Protomoteca, Musei Capitolini, Campidoglio, Rome

13,30 - 14,00 Participants Registration

14,00 - 14,30 Welcome Remarks

- **Alessandro Minuto-Rizzo**, President, NATO Defense College Foundation, Rome
- **Stephen Mariano**, Dean, NATO Defense College, Rome

14,30 – 15,45

SESSION I STRATEGIES AGAINST THE NEW GENERATION TERRORISM

Although the Islamic State has been considerably weakened, it is still able to recruit significantly. In its essence, terrorism is less based on religious values and much more materially inspired by vengeance, power, money and reputation. Furthermore, its global dimension allows the creation of new criminal business models for the support of terrorist operations. This means rethinking antiterrorism strategies.

Chair: **Mohammed Alyahya**, Editor-in-Chief, Al Arabiya.net - English, Dubai

- **Stefano Silvestri**, Vice President, NATO Defense College Foundation, Rome
- **Ely Karmon**, Senior Research Scholar, International Institute for Counter-Terrorism, and Senior Research Fellow, Institute for Policy and Strategy, Interdisciplinary Center, Herzliya
- **Petter Nesser**, Senior Researcher, Norwegian Defence Research Establishment, Terrorism Research Group, Oslo
- **Fernando Reinares**, Director and Senior Analyst, Violent Radicalisation and Global Terrorism Programme, Elcano Royal Institute, Madrid

Q&A Session

15,45 – 16,15 Coffee/Tea Break

16,15 – 17,30

SESSION II THE VIRTUAL DIMENSION OF TERRORISM, TRAFFICKING AND LAUNDERING

The end of the main territorial presence in Syria and Iraq has forced a sizeable number of jihadist groups to transition towards decentralised structures relying heavily on the virtual dimension for propaganda, recruiting, communication, control and logistics. The last aspect includes cyber trafficking, financing and money laundering, all indispensable for carrying out attacks with a significant impact. The operational level of security and prevention activities needs to fully understand the terror-crime nexus also in this virtual dimension.

Chair: **Ahmad Masa'deh**, Former Secretary General, Union for the Mediterranean, Amman

- **Louise Shelley**, Omer L. and Nancy Hirst Endowed Chair Director, Terrorism, Transnational Crime and Corruption Center/ University Professor, Schar School of Policy and Government, George Mason University, Fairfax
- **Jeffrey P. Hardy**, Director-General, Transnational Alliance to Combat Illicit Trade, New York

- **Lea Perekrests**, Deputy Director of Operations, Europe and MENA, Institute for Economics and Peace, Brussels

Q&A Session

17,30 – 18,45

SESSION III COUNTERING THREATS ON THE GROUND

These new blended non-state threats affect the security of both NATO's allies and partners directly, especially in complex emergency situations, when contingents and civilian personnel are deployed during specific crises. There is an emerging awareness that operations led by NATO or other international actors also need to guarantee security in its wider sense (health, physical, societal, etc.).

Chair: **Jana Arsovska**, Associate Professor of Sociology, John Jay College of Criminal Justice, The Graduate Center, City of University, New York

- **Rida Lyammouri**, Senior Fellow, Policy Center for the New South, Rabat
- **Filippo Musca**, Acting General-Director, Siracusa International Institute for Criminal Justice and Human Rights, Siracusa
- **Sakher Dudin**, Head, Public Awareness and Media Committee, Senate of Jordan
- **Richard Hooker**, Professor, National Security Strategy, National War College, Washington D.C.

Q&A Session

18,45 – 18,50

Concluding Remarks

END OF THE WORKING DAY

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#NewTerrorism2019



CONFRONTING CRIMINAL/TERRORIST THREATS *The Reshaping of Non-State Actors*

SPEAKERS BIOGRAPHIES

WELCOME REMARKS

Alessandro Minuto-Rizzo

President, NATO Defense College Foundation, Rome

After having served at the Italian Embassy in Washington, D.C. and as Commercial Counsellor at the Embassy of Italy in Prague, Amb. Minuto-Rizzo worked as Head of the External Relations Office of the EEC from 1981 to 1986. In the next years, his career focused on Europe and Space Policy. In 1997 he was appointed Diplomatic Counsellor of the Minister of Defence Nino Andreatta, then of his successors Carlo Scognamiglio and Sergio Mattarella. In 2000, Minuto-Rizzo held the position of Italian Ambassador to the Western European Union and to the Political and Security Committee of the EU, of which he was among the founding members. He was Deputy Secretary General of the Atlantic Alliance, between 2001 and 2007. His mandate was mostly carried out in the strategic-political industrial area, in relations with sensitive countries such as those in the Gulf and the Southern Mediterranean. He is the author of the books: "The road to Kabul" (Il Mulino-Arel, 2009); "A political journey without maps, diversity and future in the Greater Middle East" (Rubbettino, 2013), and "NATO and the Middle East: The Making of a Partnership" (New Academia Publishing, 2018).

Stephen Mariano

Dean, NATO Defense College, Rome

Stephen Mariano is currently the Dean of the NATO Defense College in Rome. Previously, he served as Associate Dean of Outreach & Research at the National Defense University's National War College in Washington, D.C. He also directed the Strategies and Initiatives Group for the Secretary of the Army and was an inaugural member of the Chief of Staff of the Army's Strategic Studies Group. His deployment experience includes service as Deputy Director of Strategy, Plans and Assessments at the Multinational Security Transition Command-Iraq and in Afghanistan as Military Advisor to NATO's Senior Civilian Representative. He taught military strategy and comparative military systems at the U.S. Military Academy in New York as well as politics and U.S. foreign policy at the Royal Military College of Canada. He was formerly U.S. Army War College Fellow at Queen's University's Center for

International Relations and U.S. Army's Senior Fellow at Harvard University's Weatherhead Center for International Affairs.

SESSION I

Mohammed Alyahya

Editor-in-Chief, Al Arabiya.net - English, Dubai

Mohammed Alyahya is the Editor-in-Chief of Al Arabiya.net – English in Dubai. During his career, he held several positions in various international research centres, including Senior Fellow at the Gulf Research Center, in Jeddah, as well as non-resident Fellow at the Atlantic Council in Washington, D.C. Mr Alyahya's writing has featured, among others, in the New York Times, the Financial Times, the Guardian, Newsweek, and The Telegraph. He regularly contributes to and appears on a series of global news networks, including the BBC and CNBC. His analyses have been published by the Royal United Services Institute, the European Council on Foreign Relations and the Atlantic Council.

Stefano Silvestri

Vice President, NATO Defense College Foundation, Rome

Stefano Silvestri is the Vice President of the NATO Defense College Foundation. He has been a lead writer for Il Sole 24 Ore since 1985. Between January 1995 and May 1996, he served as Under Secretary of State for Defence, and over the years consultant to the Prime Minister's Office under various Governments. As a professional journalist, he has been special correspondent and columnist for Globo (1982) and member of the Policy Committee of Europeo (1979). Former President of the International Affairs Institute in Rome, previously he was Professor for Mediterranean Security Issues at the Bologna Centre of Johns Hopkins University and has worked at the International Institute for Strategic Studies in London. He is currently a member of the administrative council of the Italian Industries Federation for Aerospace, Defence and Security (AIAD), and of the Trilateral Commission.

Ely Karmon

Senior Research Scholar, International Institute for Counter-Terrorism, and Senior Research Fellow, Institute for Policy and Strategy, Interdisciplinary Center, Herzliya

Ely Karmon holds a MA and a PhD in Political Science from Haifa University. He is Senior Research Scholar at The International Institute for Counter-Terrorism (ICT) and Senior Research Fellow at the Institute for Policy and Strategy of the Interdisciplinary Center (IDC) in Herzliya, Israel. He lectures on International Terrorism and CBRN at the MA Counterterrorism Studies at IDC. He is Associate Fellow at the International Centre for the Study of Radicalisation and Political Violence, in London, and member of the International Permanent Observatory on Security Measures during Majors Events at the United Nations Interregional Crime and Justice Research Institute, in Turin. Dr Karmon is a member of the Atlantic Forum of Israel and he is involved in NATO workshops on terrorism and the Mediterranean Dialogue. He served as advisor to the Israeli Ministry of Defence and the Anti-Semitism Monitoring Forum of the Israeli Prime Minister's Government Secretariat.

Petter Nesser

Senior Researcher, Norwegian Defence Research Establishment, Terrorism Research Group, Oslo

Petter Nesser is a Senior Research Fellow at the Norwegian Defence Research Establishment (FFI - Forsvarets Forskningsinstitutt). Trained in Social Science, Middle Eastern Studies and Arabic, Dr Nesser has conducted extensive research on jihadism in Europe, focusing on motivational drivers, recruitment and radicalisation processes. Among his several publications, figures the book *Islamist Terrorism in Europe: A History* (Oxford University Press, 2016, reprinted 2018). Over the years, his research is focusing further on two specific phenomena: social dynamics and leadership in transnational terrorist networks and jihadism in the Middle East after the end of the territorial dimension of ISIS.

Fernando Reinares

Director and Senior Analyst, Violent Radicalisation and Global Terrorism Programme, Elcano Royal Institute, Madrid

Fernando Reinares is Director and Senior Analyst at the Violent Radicalisation and Global Terrorism Programme of the Elcano Royal Institute, in Madrid; other than Wilson Center Global Fellow, and Adjunct Professor at Georgetown University in Washington, D.C. He was the first President of the Expert Group on Violent Radicalisation of the European Commission (2007-2009) and advisor for counterterrorism policy issues at the Spanish Ministry of the Interior (in 2004 and in 2006). During his career, he has received several awards and academic honours such as the Postdoctoral Prize of the College of Doctors and Graduates in Political Science and Sociology and the Award for Research Excellence in Social and Legal Sciences (granted by Universidad Rey Juan Carlos for the first time in history). Also, he was decorated with the Cross of Military Merit (2009) and the Police Merit Cross (2012). In 2016, he was appointed Riojano Ilustre, the highest distinction that the Government of La Rioja granted to people.

SESSION II**Ahmad Masa'deh**

Former Secretary General, Union for the Mediterranean, Amman

He served as Minister, Ambassador and chief of an international organisation. Today, Ahmad Masa'deh practices law and is the Managing Partner of Khalaf Masa'deh & Partners Ltd. Between 2006 and 2010, Dr Masa'deh was the 7th Ambassador of the Hashemite Kingdom of Jordan to the European Union, Belgium, Norway and Luxembourg. He was also the Jordanian Coordinator at the Union for the Mediterranean and Jordan's Representative to NATO. In January 2010, Dr Masa'deh was elected Secretary-General of the Union for the Mediterranean. From 2000 to 2005 he was Assistant Professor of International Business Law at the University of Jordan where he also held the position of Assistant Dean for Development.

Louise Shelley

Omer L. and Nancy Hirst Endowed Chair Director, Terrorism, Transnational Crime and Corruption Center, and University Professor, Schar School of Policy and Government, George Mason University, Fairfax

Louise Shelley founded and is the current Director of the Terrorism, Transnational Crime and Corruption Center (TraCCC). She published several books such as *Human Trafficking: A Global Perspective* (Cambridge, 2010), *Dirty Entanglements: Corruption, Crime and Terrorism* (Cambridge University Press, 2014) and *Dark Commerce: How a New Illicit Economy is Threatening our Future* (Princeton University Press, 2018). Professor Shelley has received Guggenheim, Fulbright, Rockefeller, National Science Foundation and many other fellowships and grants to support her research activities. She served for six years on the Global Agenda Councils at the World Economic Forum, first on the illicit trade and then as the inaugural co-chair of organised crime council. Dr Shelley appears frequently in the media, currently lectures at universities and at multinational bodies and has testified repeatedly before Congress and foreign and multinational organisations on financial crime and illicit flows, illicit trade, human trafficking, and the crime-terror relationship. She helps to convene the Anti-Corruption Advocacy Network (ACAN) and is a life member of the Council on Foreign Relations.

Jeffrey Hardy

Director-General, Transnational Alliance to Combat Illicit Trade, New York

Before being appointed as Director-General of the Transnational Alliance to Combat Illicit Trade in 2017, Jeffrey Hardy has been President of IDA Consulting, working with various international trade associations to help them navigate more effectively in key policy arenas and gain from emerging legislative and regulatory regimes. From 2004 to February 2017, he served as Director of the International Chamber of Commerce's (ICC) Business Action to Stop Counterfeiting and Piracy (BASCAP). From 2010 to February 2017, he was Director of the ICC G20 CEO Advisory Group. From 1985 to 1998, Dr Hardy worked for the U.S. Department of Energy, where he served as International Energy Economist and Director of the U.S. Clean Cities programme. He is currently also Advisory Committee of the Mechanism for Combating Illicit Trade, a project of the Siracusa International Institute for Criminal Justice and Human Rights.

Lea Perekrests

Deputy Director of Operations, Europe and MENA, Institute for Economic and Peace, Brussels

Lea Perekrests works in Brussels as Deputy Director of Operations, Europe and MENA region, at the Institute for Economics and Peace. She is also collaborating on various academic projects as a research assistant in the field of international relations. Since 2016, she has worked first as Advocacy Officer and then as Senior Policy Advisor for the Human Rights Without Frontiers International. Throughout her professional experiences and education, Ms Perekrests has gained strong skills in researching, negotiating, analysing case-studies, communicating, public speaking, and solution building.

SESSION III

Jana Arsovska

Associate Professor of Sociology, John Jay College of Criminal Justice, The Graduate Center, The City of University, New York

Jana Arsovska holds a PhD in International Criminology from Leuven University in Belgium where she studied transnational organised crime with a focus on the Balkans. Dr Arsovska has published extensively on organised crime and human trafficking in the Balkan region and, in particular, in Albania. Her most recent book, *Decoding Albanian Organized Crime: Culture, Politics, and Globalization* (University of California Press, 2015), has been recipient of several book awards. Over the years, she has acted as consultant regarding Albanian/Balkan organised crime for several organisations, including the World Bank, the UN and DCAF. Prior to her current position, she worked for the European Forum for Restorative Justice and underwent training at INTERPOL in Lyon, France.

Rida Lyammouri

Senior Fellow, Policy Center for the New South, Rabat

Rida Lyammouri is Senior Fellow at the Policy Center for the New South, and Associate Fellow with the Sahel Conflict Research Unit at Clingendael Institute, in the Netherlands. Mr Lyammouri has extensive experience in the areas of international development, humanitarian access, security, counter-terrorism and countering violent extremism in the Sahel region of Africa. His recent work included the conduct of fieldwork on population movement in the Sahel, assessments on humanitarian access to migrants in Gao (Mali) and the Gao Region - Algerian borders, and conflict prevention framework focused on the Sahel. He spent the past eight years tracking, researching, and studying conflicts in the region and the impact of insecurity on population movement and local economies. He has delivered more than 200 in depth analysis research reports to different United States Government agencies including Special Operations Command (SOCOM), Africa Command (AFRICOM), and for the Office of Transition Initiative (OTT) at the United States Agency for International Development (USAID).

Filippo Musca

Acting General Director, Siracusa International Institute for Criminal Justice and Human Rights, Siracusa

Filippo Musca joined the Siracusa International Institute for Criminal Justice and Human Rights in 2008 as Coordinator of the Afghanistan Programme and has been the Deputy Director-General of the Institute since February 2014. From September 2018 he is the Acting Director-General. He is responsible for the development and effective implementation of the Institute's strategies, plans and priorities. He supports the Siracusa Institute President and Board of Directors in all administrative and financial issues related with the Institute's overall budget and the coordination of the development and implementation of agreed fundraising strategies with public and private donors. He holds a degree in International Relations and a Master in International Strategic Studies.

Sakher Dudin

Head, Public Awareness and Media Committee, Senate of Jordan

Born in Hebron, Senator Dudin obtained his BSc in architecture and engineering at the University of Jordan, and he is founder and principal of S.M. Dudin Architects & Engineers. During his professional career, he designed several residential neighbourhoods, universities and hotels in Jordan and across the Arab region. He also worked at the renovation of the Supreme Constitutional Court in Amman. He is currently a board member at AFKAR for Investments and Spectrum International Renewable Energy – Al TAIF. Among his numerous activities, he is the founding member of Petra preservation Committee, as well as Esteedama Jordanian Renewable Energy Society and the Dura Charitable & Social Society. Senator Dudin is a member of the Foreign Affairs Association in Jordan. As member of the National Committee to Defend the Arabic Language, he is much interested in developing a modern interpretation of the Holy Quran.

Richard Hooker

Professor, National Security Strategy, National War College, Washington D.C.

Richard Hooker joined the National War College faculty in July 2018 after serving as Special Assistant to the President and Senior Director for Europe and Russia at the National Security Council (NSC). From 2013 to 2017 he served as Director of the Institute for National Strategic Studies at the National Defense University. Previously, he was Deputy Commandant and Dean of the NATO Defense College in Rome. A former White House Fellow, Dr Hooker taught at the United States Military Academy at West Point and held the Chief of Staff of the Army Chair at the National War College in Washington, D.C. He also worked with the Office of National Service of the White House under President George H.W. Bush, with the Arms Control and Defense Directorate at the National Security Council during the Clinton Administration, and with the NSC Office for Iraq and Afghanistan under the administration of George W. Bush.



CONFRONTING CRIMINAL/TERRORIST THREATS.

The Reshaping Of Non-State Actors

Rome, the 9th of December 2019

BACKGROUND POLICY PAPER

The 27th of October, President Donald Trump proudly announced the death of Abu Bakr al-Baghdadi, leader of the Islamic State of Iraq and the Levant (ISIL). He killed himself during a raid in the Barisha village (Idlib Province, north-western Syria, near the Turkish border) by elements of the 75th Ranger Regiment and the Delta Force.

As in other cases, the death of a chief does not mean the end of an organisation. DAESH immediately designed as his successor the emir Abu Ibrahim al-Hashimi al-Qurayshi and, according to the Defense Intelligence Agency, the group is regaining foothold in Syria as a consequence of the US troops withdrawal. In the past, even the territorial defeat did not prejudice the survival of the organisation, which worked out new ways of acting and being funded.

In order to successfully neutralise these organisations, it is important to dismantle the brand-new social and cultural substratum supporting the construction of a multitude of terrorist organisations and groups in the region and abroad. While at the beginning this terrorism pretended to be based on religion, now more mundane (and Western) values seem to drive its recruitment (like revenge, self-empowerment, power, money and reputation)

The employment of Western technologies to jihadism includes the massive use of social media channels to convey propagandistic messages and the adoption of business criminal models that involve illegal activities at the core of their funding. These funds fuel terrorist attacks around the world and counterterrorism should take into consideration also these aspects.

Terrorists and extremists have been using the Internet to create relatively safe and anonymous havens to plan their future movements. Different reports illustrate what terrorists and criminals are doing to take advantage of the Net: hiding, recruiting, sharing their beliefs through propaganda, and fundraising.

In particular, over the past years, social media platforms have been at the core of ISIL propaganda activities. In the analysis *Measuring the Impact of ISIS Social Media Strategy*¹ is showed the interaction among ISIS Twitter accounts and the accounts of other Twitter users. The table below, comparing ISIS activities of the organisation with those of normal random users, in 2015, highlights how deeply the group was penetrating the social media community:

Dataset	Accounts	Tweets
ISIS-Tweets	23,880	17,434,323
ISIS-Retweets	551,869	10,436,603
ISIS-Mentions	745,721	19,570,380
Legit-Tweets	23,880	17,454,068
Legit-Retweets	1,753,195	12,175,619
Legit-Mentions	2,161,106	17,479,990

Table 1: ISIS-Tweets are tweets posted by a known seed of ISIS-related accounts. Legit-Tweets is a randomly sampled set of users and their tweets. Retweets and mentions of these two sets (ISIS and Legit) by the overall Twitter community are also extracted.

In the first six months of 2016, Twitter suspended 235.000 accounts suspect of promoting terrorism. From then, online platforms have been trying to share their contacts database and to regulate their users' contents avoiding as much as possible to jeopardize their privacy and freedom of expression.

In September 2019, Facebook announced it would enlarge its definition of terrorist organisations and would deploy more artificial intelligence tools to improve the detection of posts that might be in some ways related to terrorism. One and a half year ago, Telegram started collaboration with Europol to counter online terrorist activities asking its own users to spot inappropriate contents.

As mentioned, social media promotion of terrorism also passes through illicit financing activities. From the paper *Social Media and Terrorist Financing. What are the Vulnerabilities and How Could Public and Private Sectors Collaborate Better?*² it emerges that terrorists use social media to finance their activities in three ways:

- The solicitation of donations on content-hosting services, mostly applying traditional payment methods such as banks;
- The communications through encrypted services;
- The misuse of crowdfunding online services under the labels of humanitarian causes.

¹ *Measuring the Impact of ISIS Social Media Strategy*, Majid Alfifi, Parisa Kaghazgaran, James Caverlee and Fred Morstatter, MIS2, 2018, Marina Del Rey, CA, USA. MIS2 is the workshop *Misinformation and Misbehavior Mining on the Web*; it was held in conjunction with WSDM 2018, Feb 9, 2018 - Los Angeles, California, USA, 2018.

² *Social Media and Terrorist Financing. What are the Vulnerabilities and How Could Public and Private Sectors Collaborate Better?*, Tom Keatinge and Florence Keen, Global Research Network on Terrorism and Technology: Paper No. 10, Royal United Services Institute for Defence and Security Studies, 2019.

All these elements prove that social media analysis may provide a valuable overview of the terrorist groups' activities and could represent a valuable tool to implement strategies against terrorism.

However, despite the increase of the virtual dimension of counterterrorism operations, counterterrorism on the ground remains a pillar in the hard security domain. Both the EU and NATO member states and partners have decided to collaborate against terrorism working within the framework of the *UN Global Counter-Terrorism Strategy* (adopted in September 2006 and reviewed every 2 years). At present, it is the only instrument available for the international community to enhance its multilateral efforts in the field.

Yet, the complexity of the current socio-geopolitical environment spawns new variables to consider in the implementation of counterterrorism strategies in order to guarantee security in its wider sense - for example, securing human rights to health, religion and freedom of expression. Indeed, the ambiguity in the definition attempts of "terrorism", often found in national legislation and entailed tools to combat it, leaves a conceptual, political and legislative vacuum that some governments may exploit for their own repressive policies.

Federica Lollo is Programme Manager at the NATO Defense College Foundation since 2016. She started her career working in different international bodies such as the International Organisation of the Francophonie and the United Nations Institute for Training and Research in the Multilateral Diplomacy Programme. In 2018 she collaborated to the volume "I Balcani occidentali al bivio. La NATO, KFOR e il ruolo dell'Italia", edited by Informazioni della Difesa, the official magazine of the General Staff of Defense, with the article "The Organised Crime in the Balkans."



CONFRONTING CRIMINAL/TERRORIST THREATS

The Reshaping of Non-State Actors

CONCEPT

Security organisations are starting to witness the emergence of a third generation of terrorist risks, after the mutations of Al Qaeda and the considerably weakened Islamic State. This new risk, despite its ideological aversion to “Western” values, is following greater social trends that have been provoked and promoted by a globalised world.

In its essence terrorism, at least terrorism claiming to be Islamic, is increasingly less religious-minded and influenced by much more mundane. Its most probable evolution from an initial global network to a territorial entity is now the creation of profit-making organisations, where illegal trafficking plays a central role, with an emotional “brand and vision” to be promoted essentially for recruitment purpose. The same recruiting techniques are being used also by resurgent right- and left-wing terrorist in different countries. The conference is organised around three panels.

I. Strategies against the new generation terrorists. Although the Islamic State has been territorially eliminated, it is still able to recruit significantly. In its essence, terrorism is less based on religious values and much more materially inspired by vengeance, power, money and reputation. Furthermore, its global dimension allows the creation of new criminal business models for the support of terrorist operations. This means rethinking antiterrorism strategies.

II. The virtual dimension of terrorism, trafficking and laundering. The end of the main territorial presence in Syria and Iraq has forced a sizeable number of jihadist groups to transition towards decentralised structures relying heavily on the virtual dimension for propaganda, recruiting, communication, control and logistics. The last aspect includes cyber trafficking, financing and money laundering, all indispensable for the carrying out attacks with a high political impact. The operational level of security and prevention activities needs to understand fully the terror-crime nexus also in this virtual dimension.

III. Countering blended threats on the ground. These new blended non-state threats affect directly the security of both NATO’s allies and partners, especially in complex emergency situations, when contingents and civilian personnel are deployed during specific crises. Operations by NATO or other international actors need to guarantee security in its wider sense (physical, societal, health, etc.) as much as possible for the success of the intervention.

THE NATO FOUNDATION

The NATO Defense College Foundation, the only existing think-tank bearing the name of the Alliance, was established in Rome in 2011. It grew out from a common intuition of the President Alessandro Minuto-Rizzo and the NATO Defense College top decision makers who understood the value of a non-profit NGO that could work beyond usual and institutional outreach, training, communication and scientific research activities.

The principles stated in the preamble to the Washington Treaty of 1949 are our heritage.

Our mission is to promote the culture of stability and well-being in the North Atlantic area and in NATO partner nations.

Our aim is to meet the highest standards in contributing to public debate and future deliberations on strategic, security and geopolitical issues.

Therefore the ND CF strives at considering relevant issues not just in a descriptive or prescriptive way, but by catching the sense of events and the essential vectors of future developments. In a word: Charting ahead.

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